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# PERSONNEL JOURNAL

Training Is *Not* Telling.....Nathaniel Cantor

The Case Against The Union Shop.....L. B. Hunter

Experiences in Hunting A Job.....Miriam J. Smithers

He Makes His Theories Work—E. H. Van Delden.....Wade Shurtleff

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May, 1952 - April, 1953

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# PERSONNEL Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 31

Number 1

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# Conference Calendar

## MAY

- 9-10 Houston, Texas. Rice Hotel  
*Southwest Area. Industrial Relations Conference*  
C. H. Winston, Secretary, 1600 Louisiana, Houston, Texas
- 18-21 San Francisco, Calif.  
*National Office Management Association. 33rd International Conference.*  
Marcelle Franken, Publicity Director, National Office Management Assn.  
132 West Chelton Ave., Philadelphia 44, Pa.

## JUNE

- 15-27 Pasadena, Calif.  
*California Institute of Technology, Industrial Relations Section. Fifth Annual Summer Conferences on Personnel Administration and Managerial Development.* Mr. Robert D. Gray, Director, Industrial Relations Section, Calif. Institute of Technology, Pasadena 4, Calif.

## JULY

- 24-26 Ann Arbor, Mich. University of Michigan  
*University of Michigan. Fifth Annual Conference on Aging*  
Dr. Wilma Donahue, Institute for Human Adjustment, Rackham Bldg.  
Ann Arbor, Mich.

# Editor to Reader:-

THE RECOMMENDATIONS OF THE WAGE STABILIZATION BOARD in the steel situation have just been issued as this is being written. Two questions come to my mind at once. Will the recommendations, if put into effect, be inflationary: and will they advance the present trend toward socialism?

I will not argue the merits of the proposed award but the effect it will have is plain enough. So substantial an increase in operating costs will inevitably have one of two consequences: the companies will find themselves with decreased profits; or they will secure increased prices. The inflationary effect of the latter is perfectly plain. It will be a defeat for labor since, all along the line, such incidents take away from the consumer with one hand what they give to him with the other.

If it could be assumed that the companies will be able to absorb the increased costs without a price increase and with no substantial loss in profits, then everything will be lovely. Unfortunately, the trend of profits for the past year or two has been steadily downward under the impact of taxes and it will continue. Now the reason why a further material decrease in corporate profits is undesirable is the nub of these remarks, so let's get at it.

Is it likely that the companies can increase their efficiencies enough to offset the increase in costs? The answer to that one is easy. Through improvements in methods and equipment over the years there have been enormous gains in productivity. But these improvements have come slowly because of their nature. It took years to develop the continuous strip mill. There is no reason to assume that in a few months a great industry can pull a miracle out of the hat. But these technical improvements in all industries have been almost the sole

source of our steadily increasing wealth. And they account for the gap between us and other countries except Canada. There remains only one "miracle" that might be "pulled" that could pay for these big increases in costs—and provide for still further wage increases. I'll come back to that one in a moment. Meantime, it is clear that industry will not be able to offset much of the big addition to its costs. And that means less profits—or higher prices.

What is there to cry about in the prospect of reduced profits for the steel industry? Some of the noisier labor papers assure their readers that this is good. Is it? This is a suitable place to point out that the present steady trends of decreased profits and increased prices are bad for America—bad for labor and bad for the consumer. Why? "Elementary my dear Watson" as Sherlock Holmes used to say. The chief source of new capital is savings, corporate and private. It is new capital from savings that provides new plants and machinery. The socialist thinks it is desirable that all profits and savings be taxed to the government, which will then be the source of new capital for plant expansion.

But this trend toward a socialist state means that the management of industry will gradually be taken from the control of private management and placed in the hands of the managers of the State—who inevitably must be politicians in order to survive.

You can see all around you the effects of political management of National affairs. Do you want that kind of crooked, wasteful management in your corporations? These wage recommendations of the Wage Stabilization (?) Board are inflationary and the Union Shop recommendation is one step

towards Government control of industry—toward socialism.

What about that "miracle" I spoke of a moment ago that might save the day? Well, the one thing that still remains to be done in industry is to learn how to manage men so that they will want to do their very best at all times. There is still a gold mine waiting for the man who can show us how to do this. It strikes me that personnel men—industrial relations men if you prefer that handle—are the ones to help lead the way to the solution of this problem. Mind you, I'm not against wage increases. I'm only for improving our level of living by being more efficient, either in machines, methods or men. And I'm for less government in business, knowing that it leads surely to inefficiency and to compulsion. And I don't like the idea of being "pushed around", especially not by a politician or a bureaucrat.

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IT WAS A GREAT PLEASURE to read recently of the appointment of my good friend George W. Taylor as arbitrator for the CIO in settling jurisdictional disputes between two CIO unions. It was a surprise, too. However, on second thought, it seems logical. It is simply one more step in an orderly process of bringing about a satisfactory balance between contending union forces. Of course, Dr. Taylor has been known for years for his effective work in settling disputes between union and management. It is a great tribute to him that he has been named by a leading union as final arbitrator in settlement of family disputes. All CIO affiliates which have ratified the program of arbitration are legally bound to accept his findings. At last account he had been accepted by nearly 30 of the national and international unions, including the largest. Dr. Taylor summarized his philosophy, in accepting this appointment, by saying "I believe in trying to solve problems, rather than just have somebody win an argument."

FREEDOM OF CHOICE is the great human liberty. In this issue is a very clear and well-written statement by a representative of industry, opposing the union shop on the ground that it substitutes compulsion for freedom of choice. I have had a number of discussions recently with friends on this subject. One of them made the—to me—illogical argument that since management had the unrestricted power to refuse employment to an individual that there was no reason why the union shouldn't have the same privilege.

These two cases do not seem to me to be on all fours. An individual may choose to accept or decline employment with a given employer. The employer may accept or reject his application, without regard to any other circumstance—except where there is a union or a closed shop. In this case he may not offer employment except on the condition that the individual is willing to join the union. This hardly seems to me to be freedom of choice. The individual is not free to accept membership or decline it; he must accept it, without choice. By the time this appears in print it is probable that the question of the union shop in the steel industry will have been settled—either by an edict or by the free choice of management.

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THE FUNCTION OF RESEARCH in personnel continues to develop in industry. At the last *American Management Association* personnel meeting in Chicago I sat next to an interesting young man named Wirpil who is a member of the staff of the Division of Research in the Industrial Relations Department at Inland Steel Company. I have tried without success to induce the American Management Association and the National Industrial Conference Board to recognize this emerging function by giving it some organized attention either in Conferences, Workshops or in publications. Perhaps it would be interesting to analyze the purpose and meaning of research in



personnel. For many, research is no more than a compilation of figures. The true spirit of research however, is something quite different. It might be called the desire to know what makes things tick.

In a case of labor contracts this would be a systematic study of, for example, the customary provisions in a labor contract. What points are covered, what are effective ways of expressing these points? where have different expressions given trouble?

The conduct of an attitude survey is a suitable topic for research. Its purpose is to determine the attitude of employees on various matters. However, before making such a survey it would be advisable to conduct some research to make certain that the tools one is proposing to use are sharp enough to do the job. Such a study might be directed to an examination of the types of questions which are suitable; what percentage of favorable and unfavorable responses may be considered "statistically significant"; what effect does the conduct of such a survey have on the employees, aside from any information which is obtained?

In the employment process much research is needed in order to determine the efficiency of the employing processes. Are we hiring the wrong people? A way to find out is to make a careful, extensive and systematic study of the history of those employed. It might be noted that part of such a study is unavailable—the history of those whom we have rejected. It may well be that we are rejecting people who would make good employees but this is difficult to determine. It is actually what happens however in many cases, due to using employment tests which are not effective. They may look good. This is known as "face validity". Many clerical tests are in this class.

Employment interviewing is something that needs research even more. Is your interviewer employing those people whom "he likes"? And what is the relation

between people whom he likes and those who make good employees?

An interesting method of handling the interview is to follow a series of printed questions which are asked by the interviewer. The interviewer then writes down the answer and following each such question is a printed check item. For example, you ask a man about his previous employment and when you have completed the discussion and the examination of the names of former employers and length of time spent with each you find on your check sheet the question "is he a job hopper"? Similarly, after each point of inquiry during the interview there is a question which you should ask yourself relative to the significance of the applicant's answers. Otherwise, the average interview tends to be a disorganized affair. The average interviewer when he gets through is only conscious of a favorable or unfavorable impression about the applicant. He does not actually know whether he meets requirements on all of the various points which could have been set down in advance.

Performance Rating or Merit Rating is another spot much in need of careful research. I have seen literally hundreds of plans over the years, very few of which survived any length of time. The principal reason why seems to be that they "don't work"; that is, they don't seem to accord with common sense. One of the difficult things to do with the usual form of rating is to persuade some of the raters that everybody is not 95 per cent. The use of forced distribution in ratings has the effect of requiring the rater to distinguish the best people from the poorest. You might find an article on this feature interesting; "Effective Performance Rating" appeared in the February 1952 issue of *Personnel Journal*. It was written by Daniel R. Howe of the Hanover Bank, New York and tells of their experience during the three previous years with a rating form which employed forced distribution.

IN THE FEBRUARY ISSUE I referred to the California Training Directors' Association Conference held in San Francisco last fall and quoted some remarks by the Rev. Andrew C. Boss of the University of San Francisco. Recently he wrote as follows.

"Dear Mr. Hay:

We were highly honored to be mentioned in your excellent publication. Many thanks for the care that you took to mention *PANEL* and to give our exact names and address. Your comments were greatly appreciated. Near the end of your remarks you said, "I am not quite clear about the memory part of it." If you can bear it, I will give you a few excerpts of an address that I gave to the San Francisco Bay Area section of the California Training Directors Association at their monthly meeting held on February 13, 1952.

"The part played by the memory is no less significant than that of the intellect and the will. In industry the memory becomes the warehouse of our work associations. These associations condition our reactions to the people with whom we work, our eagerness for the job, our judgments concerning the sincerity of the various measures and policies of management concerning the work force. A good or bad past record on the part of management is certainly going to govern the willingness of employees to accept or reject innovations and changes on such things as job content, methods, job evaluation and so forth. It is the underlying force that impels management to maintain a uniform and continuing policy of good human relations; the program cannot be spotty or hit and miss. People do not forget. For example, it explains the insistence of older union workers and the indifference of younger workers to the union shop."

This idea can be developed at some length, but this should be sufficient to

show the important role of the memory in developing a good human relations program. Human relations in industry is not achieved through a series of courses, but it is a way of living."

WE LIKE TO THINK that, in the modern idiom *PERSONNEL JOURNAL* is "jet propelled". Anyway some of the folks of the Jet Propulsion Laboratory at the California Institute of Technology in Pasadena seem to think well of us. David B. Browne who is Editor of the employee publication writes as follows.

"As Editor of Caltech Jet Propulsion Laboratory's employee publication "*Lab-O-ratory*", I find that the "Ideas from Employee Magazines" in your "*Across the Editor's Desk*" are particularly helpful. Each issue of *PERSONNEL JOURNAL* is of special interest and I look forward to their arrival in our Laboratory Library."

IT HAS BECOME FASHIONABLE for business men to go back to college. The very successful three months course at Harvard University has gained extensive recognition in industry. Many of the men attending have attained high position in industry. Some of those who have been there tell me that the exchange of points of view among those attending is one of the most important parts about it. It is a very broadening experience and many of those who attend are greatly benefitted by it, especially when they have worked in only one division of business. Some of the older men think that too much time is spent on refinement of detail. They would like broader treatment of the subjects. Many other colleges now have such schools for business men. The Graduate School of Business, Columbia University, has developed what they call the "Executive

Program in Business Administration". This is a six-weeks course designed for "executives of ability who are being prepared for positions of high administrative responsibility". The faculty is drawn from Columbia University and other Universities and also from business. It will be conducted this summer at Arden House 50 miles north of New York City. The Director is Dr. Schuyler Hoslett at Columbia University, New York 27, N. Y.

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IN THE COURSE OF A MONTH'S WORK I have a lot of interesting experiences. Two weeks ago I was sitting in the office of the President of one of the largest casualty insurance companies in America. With us were two of the Vice-Presidents. One of the Vice-Presidents, summing up 30 minutes of discussion about salary administration, said "I don't believe in job evaluation; I don't like to see any restrictions placed on us." This is almost like saying that you don't believe in the moon. Jobs are evaluated by one means or another, whether formally or informally. No argument seemed to move him; the importance of keeping different departments in balance with one another, giving equitable treatment to all employees, the advantages gained from expense control through having standards.

However, I was gratified before the conclusion of the discussion to have this Vice-President inquire into the possibility of having a survey of their present salary administration procedures made for them. Even better, the decision has since reached me that they wish to have the survey made. This reminds me of a survey made

not long ago by the Cleveland Chamber of Commerce and the Cleveland Personnel Association, to find out how extensively job evaluation is used in Cleveland. It was startling to find what a large proportion of companies of all sizes do not have job evaluation. However, I have never seen a report on the failures in this field. There are many personnel practices which are enthusiastically developed and which do not materialize into successful programs. Not only job evaluation programs but also employment testing, performance rating and training programs produce their crop of failures. It would be interesting to be able to publish an article or two describing the failures of some personnel program.

HERE is a message from the Assistant Editor.

"I may be a valuable wife but I am still learning to be a reporter. I was late getting into the first session of the Northern Ohio Personnel Conference as reported in the March P. J. and mixed up the reports of the two training projects. William Gilman of Western Reserve University was the coordinator for the Management Training Institute for first-line supervisors, with faculty made up of members of the Northern Ohio Chapter of Training Directors and instructors from Western Reserve University. The Wittenberg College, Springfield, Ohio course in Supervisory Training was given by the faculty members, with some guidance from industry."

*Ned Hay*

Too many Training Directors are still following the outdated method of training sometimes called "You Tell 'Em." The author has been very successful in adapting the latest knowledge of learning and teaching to industrial use, as his articles and books show. He has worked successfully with many prominent corporations.

# Training Is *Not* Telling

By NATHANIEL CANTOR

**M**ost supervisors and many training directors and personnel managers share a view of human relations which, in many important respects, is unsound. There is, however, a considerable body of solid evidence which is shared by all student of modern dynamic psychology which has radically altered many of our views regarding human motivations and relationships. These conclusions contradict many of the attitudes held by most adults. For example, "children should be seen, not heard." Child-guidance clinics are filled with children whose mothers, sharing that view, have created hostility and resentment in their growing children which has led them into behavior difficulties. We know, now, that children should not only be heard much more often than they are but that we should listen and try to understand them in the light of their own problems. The guidance clinics, as a rule, help not only the child but deal with the mother in order to change her attitude toward the child. The implications of this for supervisory-employee relations should be evident.

## YOU CAN'T TALK TO *Me* THAT WAY

Take the familiar example of a supervisor and an employee who are engaged in a bitter argument. "Who do you think you are anyway? You can't talk to *me* that way." Suppose the supervisor asks himself the question, "Why can't the employee talk to me that way?" The immediate answers will consist of different ways of defending the supervisor's feelings of loss of status, inadequacy, and his fear of loss of his authority.

The supervisor doesn't permit that kind of talking back because he, the super-

visor, has something at stake. The average supervisor won't find it easy to accept this. He will insist he can't permit backtalk because it will affect his authority over other employees. Unquestionably his *professional* authority should be maintained but not his *personal* need to dominate; to assure himself that he is somebody since he is not sure of himself.

The difference in emphasis will be seen, perhaps, if we continue with this example. If the supervisor's own needs were not involved when so addressed by an employee he would refrain from "bawling out" the employee. Instead he would quietly reply, "Bill, I guess you must be feeling pretty strong about something to allow yourself to talk that way. Would you like to tell me about it? I'll help if I can and try to straighten things out." It is only in this way that the supervisor can show the importance of maintaining supervisory authority. The first method illustrates how the employee is being pushed around for the release of the supervisor's personal tensions.

Examples could be multiplied. The point is that training directors and personnel managers must learn to accept a radically different kind of supervisory training. They need to acquire insight into the newer knowledge of personality development and into the newer understanding of how people learn.

One of the most important discoveries about the teaching-learning process is unless one has something emotionally at stake, unless one is vitally interested, little learning takes place. You can memorize data or rules without gaining understanding. All genuine learning involves the *learner* having a problem, his being dissatisfied, and then discovering through his own final effort how the problem may be resolved. The focus of learning is not what supervisors *ought* to know, as judged by the training director, but what they *want* to know, and can afford to learn.

An increasing number of training specialists accept the point of view that supervisors must become *active* participants in their own development. They must become involved, they must "feel" the problems, and discover, primarily through their own efforts, how to solve them. The point of departure for any successful training program in supervisory relations is located where the supervisors are in their thinking and feeling, not where the training director is or where he thinks the supervisors should be.

### THE "TELL 'EM" METHOD

Management and training specialists, however, are not agreed upon the most effective method for the development of more skilled supervision in employee relations. The more experienced directors do agree that the practice of presenting manuals on "How To Supervise" or of *telling* supervisors how to go about their jobs of improving morale is futile.

Few supervisors read manuals; fewer still can read them with genuine understanding and critical insight. Listening to a training director describe what is to be

done brings affirmative noddings of the head, but traditional supervisory behavior does not change.

During the past few years the case study method has been introduced both in the form of conferences (such as employed by the Harvard Graduate School of Business Administration) and in the form of visual aids (such as the case study series films of several corporations). A number of volumes have been published dealing with individual cases, such as Prof. Zaleznik's study of foreman Tony in *Foreman Training In A Growing Enterprise* and Glover and Hower, *The Administrator: Cases on Human Relations In Business*.

There is serious question of the value of using case studies unless they are accompanied by an understanding of the theories of human behavior. A study of the history of science will reveal that profound changes in the direction of scientific development and research come about primarily as a result of *theoretical* formulations followed by empirical experimentation. Einstein's formulations of the general and special relativity theories, along with the theoretical mathematical formulations of others, led to the startling facts that matter and energy are interchangeable, that light had weight. The release of atomic energy is one of the products of *theoretical* nuclear physics.

#### THEORY OF PERSONAL BEHAVIOR IS NECESSARY

Industrial case-studies by themselves will not lead to fruitful understanding of supervisory-employee relations. Even assuming that the supervisor reaches a satisfactory solution of case study "A", how will that help him in case study "B", which involves a different set of circumstances? No two cases are identical. Unless the supervisor has the ability to abstract the common elements in all cases he cannot learn through experience and can not transfer what he has learned from one case to the next. Only an awareness of a *general* theory of behavior makes it possible to recognize the *type* of problem involved in any given case.

The recent emphasis on the case-study method is a reaction of the training specialists, who had become impatient and disappointed at the results of telling supervisors by written or spoken word what they should know and do. *Lecturing* about generalities is certainly ineffective. It does not follow that becoming actively involved in discovering answers for oneself in particular case-studies is the answer to developing better supervisors. The answer is to provide supervisors the opportunity to become acquainted with theories of human behavior, always starting from their present knowledge, and testing their developing understanding by applying it to concrete situations.\*

\* Readers of this Journal may refer to "The Dynamics of Industrial Supervision," THE PERSONNEL JOURNAL, Feb. 1950, which discussed such programs, *Human Relations in Industry*.

Who stands to gain from the adoption of the union shop? The author examines the advantages to the union, its officials, its members and the Company. His greatest concern is with the adoption of a program involving compulsion on the individual. This article is a statement of the Company's position on the union shop issue as presented to the Wage Stabilization Board.

# The Case Against the Union Shop

By L. V. HUNTER, Manager  
Industrial Relations, Inland Steel Company

**I**nland Steel Company is opposed to the Union Shop. We regard it as un-democratic. We so regard any institution which substitutes compulsion for freedom of choice in the absence of a clear and over-riding national necessity. This is a view which we hold as a company and as individuals. It is not a new position, but one which has been reiterated before Congressional Committees and before panels of the War Labor Board by myself and others, with respect to the union shop, to maintenance of membership, and to the hiring hall in the maritime industry. All of these, in varying ways and degrees, place limits on the right of the individual to decide for himself whether he wishes to join a union.

I do not propose to deal with this subject in abstract philosophical terms. That is an approach which is familiar to you, and which has been developed by older and wiser men than I. I should like to discuss it in quite concrete and specific terms. What would the union shop mean to Inland Steel Company, to the Steelworkers Union, and to the men and women who are our employees and who are in so large a proportion their members?

## THE UNION DEMANDS

First, let us see just what it is that the union demands. The union tells us that they want it to be a condition of employment with our company that every person now in our employ who is eligible for membership must become a member of the union within 30 days after signing of the new agreement, and that all new em-

ployees must join within 30 days after employment. They make this request under the heading of "Union Security." They assert that without such compulsory recruitment they cannot feel secure; that they may be raided by competing unions; that they must expend effort on signing up new members which should be spent on administration of the contract. Yet they annually recite with pride their growth in membership and money; they flaunt their power to turn our plants and those of the entire industry on and off at will. Does anyone doubt that Mr. Murray is one of the two or three most powerful men in America? Or that his power is the direct reflection of the "security" of his union?

In a bargaining meeting last December at one of our operations, our representative in discussing this subject asked the question, "Why do you want the union shop? Are you having any trouble signing up members?" The union representative answered, "No, not at all. We just want it."

At Inland's Indiana Harbor Works, the Steelworker membership, as shown by the check-off, is 90 per cent of those eligible. At the Chicago Heights Plant, it is 100 per cent. At our ore mines, it is 85 per cent. These percentages would seem to indicate that the union has done a pretty fair job of persuading our employees that it is an institution worth belonging to. Does it need compulsion to achieve security?

#### WHAT THE UNION SHOP WOULD COST

What would the granting of the union shop mean to Inland Steel Company? Would it cost us any money? Would it make the operation of our mines and plants more difficult? Suppose the answer to these questions is "No". Suppose it would cost us no money. Suppose it would even make the day to day running of the plants less difficult, because it would eliminate an area of controversy. Are these to be the standards by which we make such decisions? Our company, our industry, our country all stand for certain principles. When we yield to mere expediency in any area and compromise these principles, we deny the ideals for which so many battles and wars have been fought. We believe above all things in the importance of the individual—in his freedom of choice in the selection of a job equally with his other freedoms—of speech, religion and politics. It is the emphasis on the individual which distinguishes our form of government from fascism and communism. Each time compulsion is substituted for freedom of choice, each time a man is compelled to join a union in order to get or keep a job, we move away from democracy and toward statism. Inland Steel Company does not wish to move in that direction. And that is what the union shop would mean to us.

It does not satisfy us to say that the union shop, under Taft-Hartley, is a different institution than it was before that law was passed. True, a man may no longer be expelled from a union and thus lose his job because the president of his local gets sore at him, but only because he fails to pay his membership dues. True, Congress has permitted a limited union shop, and has outlawed the closed shop.



But that does not get to the fundamental point. Under the union shop a man must join the union in order to hold his job. That is compulsion. And incidentally, it is interesting that the unions, which have been so bitter in their castigation of the Taft-Hartley Act, and so critical of so many other Acts of Congress, are quick to cite this particular section of what they call the most horrible of all Acts to support their position.

Neither does it satisfy us to say that a majority of our employees voted for the union shop. In the case of our Indiana Harbor Works, that majority amounted to 76 per cent of those eligible for membership. But what of the 24 per cent? Is it not one of our most cherished beliefs that the rights of minorities must be protected? So long as one man elects not to join, his right to so decide deserves the same consideration as that of each man who does join. You will note, I am sure, the discrepancy between the 90 per cent who are members of the union and the 76 per cent who voted for the union shop. Can it be that there is already present an element of compulsion, expressed through dues, picket lines, through threats, and social pressures on and off the job?

#### THE UNION COULD TAKE IT EASY

What would the union shop mean to the Steelworkers Union? First of all, it would take care of the 10 per cent who do not now belong. They would under the union's demand, have to join or lose their jobs. The union would be relieved of the necessity of selling itself to the employees. Its officials could relax, assured of a continuing flow of dues payments, regardless of performance. If a man became dissatisfied with union policy or practice, he could not express that dissatisfaction by withdrawing from membership—except, of course, by quitting his job. That would be a very pleasant situation for the union officers.

It may be said that the dissatisfied member can rally others and vote the officers out at the next election. But how real is this possibility? Reform movements in political institutions are difficult at best. Their leaders must have courage and tenacity of a high order. Where the union shop exists, such movements become immeasurably more difficult. Where union membership is mandatory, an attitude of apathy develops. Having lost the freedom to decide whether he will join a union or not, the individual member feels that he has also lost any power to effectively influence the management of the union. He is overwhelmed by the magnitude of the task of reform, and goes along with the group in control.

Let us say, then, that the union gets from the union shop money and power. What else? What about "security"? They tell us that the granting of the union shop would be proof that we "accept" the union, that we are not trying to destroy it. I say that this is a straw man, and that they know it. The United Steelworkers have our whole-hearted acceptance. We believe as firmly as they do in the right of our employees to freely join a union if they choose. We bargain with them will-

ingly, and recognize their right to negotiate with us the terms and conditions under which their members work in our plants. Their size and their power are facts which we know exist. For us to try to destroy the union would be as naive as it would be wrong. The Steelworkers Union has security. Its leaders and its members know that this is so. Their assertion that they need the union shop to achieve it is false; it is a mask for their wish to get more dues and more members with less effort.

### WOULD THE UNION SHOP HELP THE EMPLOYEES?

What would the union shop mean to the employees of Inland Steel Company? To most of them, absolutely nothing. They are already members of the union. Their dues are checked off monthly. Whether they are active, interested, participating members, or whether they have simply joined under pressure in order to avoid argument and trouble, they are in, they intend to stay in, and they do not feel affected by the addition of compulsion. There may be a few who become dissatisfied with the leadership of the Local, or with the policies of the International, and who wish to express that view by withdrawing from membership. Even under maintenance of membership, which was imposed on us by the War Labor Board, the right of the individual to withdraw was protected by the provision of escape clauses. That Board thereby recognized the fundamental importance of the right to protest by withdrawal. Under the union shop, men can exercise this right only by quitting their jobs—a high price to pay.

Then, there are the 10 per cent who have not joined—have not been persuaded of the advantages of union membership. Perhaps they are true dissenters—individualists who feel so strongly opposed to union policies and practices that they have resisted all pressures. Perhaps they are “free riders”—cheapskates who want the benefits that the union obtains for all those it represents, but who will get by without paying their share as long as they can. Undoubtedly, there are some of both. The preservation of the rights of the former—the individualists—is the very basis of democracy. The maintenance of that principle is essential to the survival of the United States. It is so important, to unions and union members above all, that the cost to them, if any, of carrying the free riders is of no consequence.

Let us consider for a moment the plight of those who honestly do not wish to join this or any union if the number of union shop contracts should increase. If we and other employers in the Indiana Harbor-East Chicago area who have contracts with the Steelworkers should grant the union shop, the number of job opportunities for such men would be very greatly reduced. At present 12 per cent of the jobs are under union shop contracts. This figure would increase to 72 per cent. It would become, as a practical matter, a very difficult thing for a non-union man to get and keep a job. Is that not discrimination?

I should like at this time to question very respectfully the propriety of the Board's consideration of the merits of this issue. The Board has, to be sure, the

assignment of recommending fair and equitable terms for settlement of disputes affecting the national defense, of which this is certainly one. But is it not right that the Board confine itself to matters which are primarily economic in nature, and which bear on the working conditions and day to day relationships between the company and its employees, rather than on the status of the union? Should it not, as a Board established to deal with an emergency, refuse to make a recommendation which would profoundly—and perhaps permanently—alter the fundamental relationships between the parties? Should it not reflect on the fact that its prestige as a government agency would give such weight to its recommendation that its effects would go beyond this industry and this emergency? Should it not insist that any agreement on the union shop be made voluntarily? That is what Congress intended in enacting the Taft-Hartley law. It did not intend that voluntary agreement be influenced in any way by the recommendation of another governmental agency. I do not question the Union's right to ask for the union shop; I do not question the right of any company to grant it; although I believe both the request and the concession to be wrong. I do question the propriety of the Board's making any recommendation with respect to the merits of this issue.

To sum up, then—I believe that the union shop is wrong. It is wrong for the company, which stands against all forms of compulsion, and for freedom of choice. It is wrong for the union for the same reason. True security can never come from compulsion but only from persuasion, completely free from force. It is wrong for our employees, most of whom are union members, who should be guaranteed this right of free choice, and protected from compulsion. Most of all, the union shop is wrong for the country. Where no overriding national necessity exists, all restrictions on the freedom of individuals to decide for themselves are wrong. No such necessity exists here. We are firmly opposed to the union shop, and shall continue to fight against it.

## About the Authors

*Nathaniel Cantor* is Chairman of the Department of Sociology and Anthropology at the University of Buffalo. This year he is visiting Professor of Sociology at Columbia under a Carnegie grant to evaluate the general education program at Columbia. He is preparing a book on the Dynamics of Teaching. More of his unusual workshops for teaching human relations in industry are planned for this summer. His last book was *Learning Through Discussion*.

*Lemuel B. Hunter* has been with Inland Steel since 1937 when he was graduated from Harvard. He started with the company's limestone quarries, later worked at the coal and iron ore mines and for a period in the Indiana Harbor steel plant at East Chicago, Indiana. He was fleet manager from 1943 until he was made Manager of Raw Materials in 1948 and subsequently Manager, Industrial Relations.

What do the applicants who come to your employment office think of you? Does it make any difference to your company *what* they think? The author secured the material for this account by applying personally at employment offices and by working as an interviewer. She has worked in personnel for many years. This story was presented at a meeting of the *Institute of Government in San Diego* for whom the study was made.

# Experiences in Hunting a Job

BY MIRIAM J. SMITHERS  
County Civil Service Commissioner,  
San Diego, California

It wasn't exactly my goal when I started this survey to find a formula for obtaining more employees, a better class of employees, a more permanent type of employee and a saving to agencies or business. But that is actually what has evolved from the study. For, in finding so many different types of employment offices and systems of handling applicants our curiosity was aroused regarding the relative costs of employment under the extremes of each system. We arrived at some startling figures which reflect the dollar and cents merit of thorough employment procedures over random hiring methods. So my study will tend to point out defects in hiring practices which are both costly as well as ineffective from a public relations standpoint.

## WHAT KIND OF PEOPLE ARE LOOKING FOR JOBS?

The first thing I want to do is give my impression of the various types of people who make up the present labor market.

First there are the job jumpers. Some of these are just what the name implies. Others are people seeking better positions. Still others are the seasonal workers. And lastly we have the craft group, who of necessity must frequent the employment offices at regular intervals due to the completion of a job or contract.

The second general classification is composed of service personnel; either those already released or who know they soon will be.

The third group are the in-migrants; people coming to San Diego for either health or climate.

And the fourth group are the women. And here, as always, is the last source

of supply and, as yet the most abundant one. For only recently have the women started to leave their homes and enter the labor market in noticeable numbers. The present campaign in Korea has been such an "if or maybe" sort of thing women haven't felt, as they did during the last war, that their services are badly needed. So instead of being driven by the great patriotic urge, those who are entering the field are usually doing so for one of three reasons:

1. Either they are just plain bored with staying home; or,
2. They need to supplement the family income due to the high cost of living; or,
3. They feel an opportunity now exists which hasn't existed since the last world war (and this is particularly true of the older women and those who haven't worked for some time).

And since the women are the last, the largest and about the only future source of supply (especially if this cold war warms up) it pays us, as employers, to know how a woman thinks and what she is seeking when she applies for employment. And it is her emotional reactions when she is job hunting I am about to bring you at this time. Undoubtedly you will find that many of them would be the same from a man's point of view.

### HOW A WOMAN LOOKS FOR A JOB

After a woman gets up in the morning and makes up her mind that "this is it." This is the day she's going out to get a job. she starts bumping into mental and emotional barriers. She's laid out her course and has fairly well in mind the places she intends to stop, but as she drives down the major highway to the city she finds she's in a lane of traffic moving about 45 miles an hour. She sees the name of an air-craft concern she placed on her list this morning, but before she can jockey the car to the inside lane she's blocks past the employment office and even then she can't spot a single place where she can park or make a turn, so she just has to step on the gas and push on toward her next destination. I can truthfully say I passed up one concern no less than thirty times in these past two months without ever being able to figure out where I could park the car without walking blocks and blocks to get to its employment office.

The next step may not present quite as great a barrier, but having to use parking meters can be a problem when you don't know whether you'll be inside a building ten minutes or three hours and when you don't have small change in your purse.

An employment officer located on an upper floor presents a barrier, especially to the applicant who is as yet just casually inquiring. Human nature rebels at too much riding elevators, climbing stairs and pushing thru closed doors. Don't ask me why. It's just one of those things.

As to the closed doors. Let me give you an example.

I'd left home early one morning to take care of some business at the Civic

Center. The contacts involved took less time than I had expected. So, upon coming out of the building, I decided I might as well spend the remainder of the morning looking for a job. Not wanting to move the car unless I had to, I glanced around the general vicinity in hope that I might spot a firm within walking distance. Sure enough, there was an aircraft plant a few blocks away.

It had been raining and I was in high heels, but nevertheless I picked my way between the puddles and finally reached the gate. A guard was in attendance and behind him, under the employment office sign was a notice reading "Employment Office Closed Between 11:30 and 1 P.M." It was then exactly 11:29.

I asked the guard if I might go in and he said "no" that I'd better come back in the afternoon. So I picked my way back across the puddles and down the two or more blocks to where my car was parked. Since I had no further business in that general vicinity there was nothing for me to do but get into the car and drive on down town to a previously planned luncheon engagement. The opportunity to return to that employment office never occurred because I was employed on my very next contact.

In closing employment offices during the noon hour we bar a very good class of applicant; the person who is working and therefore is experienced. These people have no other time to look for other employment.

#### BACK TO THE OBSTACLE COURSE

We've hurdled the preliminaries and we've reached the actual employment center. The next barrier we see as we enter the door is the counter. I wonder if you feel as I do about a counter? I immediately associate it with a bank, and I always felt it was placed in a bank to keep the crooks out.

Well I've never exactly considered myself a crook and I don't relish being treated as one, especially by people with whom I may be associated for a long time, so I feel pretty resentful about this type of barrier.

I also bristle every time I think about some of the personalities I met behind this particular barrier. I wonder why smiles are so scarce when a smile will practically open the gates of Heaven for you. There's an old saying "You can call a man a so and so if you only show your teeth" and this certainly holds true in an employment office. For even though you can't give a person any real encouragement regarding the type of employment he is seeking, a pleasant smile will send him on his way with a warm and friendly feeling for your agency. And you've done a darned good public relations job.

Of course all interviewers aren't sourpusses. And when I met the other type (which I did, but far too rarely) he was usually the one who went a step farther than to just smile and make you feel welcome. He did that little extra something such as supplying you with the address of another agency or offering a suggestion

as to where you might better find the type of work you were seeking or even calling you by name, after he had picked it up from an application or referral card.

And I came to think of these two kinds of people as the "yes" man and the "no" man, and believe me, in spite of all that's been said of the "Yes" man, he definitely has his place in an employment office. For there's nothing which quite resembles so much the slap of a wet towel across your face, when you go in to look for work, as to have someone give you a cold "no" answer.

Let me give you an example.

An applicant goes in to apply for work. She asks: "Are you hiring clerk-typists today?" And the interviewer answers "no." Well that just about takes care of everything. The applicant is stopped cold right there in her tracks. She's had the door closed in her face and there's nothing more to do but turn around and go out.

But what would have happened if she'd met a "yes" man? Why naturally he would have answered, "Yes, we're taking applications for clerk typists" and proceeded to hand out the necessary forms. So what if he didn't have an order for clerk typists that particular day, or for that matter the day after or the next. When the order did come through it might just so happen that this particular applicant would rate top spot on the eligible list, or even if she didn't she'd be one more on a backlog, and a backlog can be mighty handy when employment pressure is on.

This business of being a "no" man is amazingly common among interviewers regardless of the length of time they've been in the business; and they also, experienced or novice alike, tend to think in terms of one type of work or one job order rather than about the entire needs of the firm.

### LOOK AT THE OTHER SIDE OF THE PICTURE

I'm no longer an applicant. I'm now a clerk standing *behind* that counter. I hate to see that door open in the morning because it's just going to mean a mass of people coming at me all day long and I don't give a darn about any one of them. And besides I can already feel the way the cement floor is going to burn my feet before even noon gets around, to say nothing of what I'll feel like by quitting time. So I start handing out applications and directing to look at the bulletin boards for job notices.

These are the typical reactions of the uninterested interviewer, the youngster who's been hired without thought as to her personal qualifications for the job or her interests or background in the field.

The trained technician can be equally bored in a counter interviewing situation because she has no opportunity to use her skills in giving proper consideration or guidance to those who are so much in need of it. But clerk or technician—she doesn't enjoy the close contact with the public, which is inevitable at the counter, for so much confusion exists in this type of office that it is necessary to lean over

on both sides to hear and be heard, and getting that close to the smoker or drinker is anything but pleasant.

So I say if there must be a counter in your employment office, give the interviewers a break by either doing as one firm does, providing them with high stools or break up their assignments at the counter.

#### GENERAL IMPRESSIONS

I found that there is a psychological reaction to the environmental aspects of an employment office. You feel and act the way the place looks; and it can set the tone for the entire establishment and the type of personnel attracted to the firm or agency.

Where an employment office is meagerly furnished with hard wooden benches on cold cement floors; and a high wooden counter separates the inner office from the outer, people come in and toss candy wrappers and cigarette butts on the floor and generally conduct themselves as if they were brought up in the slums.

Whereas in a well appointed office, where each person is given courteous and individual attention these same people will, immediately upon entering the office, stand with hat in hand and speak in a well modulated voice regardless of their class or status in life.

If you think this is an exaggeration think of yourself at a baseball game. Now jerk off that old plaid blazer and go to a wedding reception. Your manners have slightly improved haven't they?

#### WHY EMPLOYMENT OFFICE COUNTERS ARE USED

Apparently the committee in charge of the Institute this year felt that counter interviewing needed particular study as it is one of the subjects they expressly asked me to report upon. So, since I needed a starting point, I talked to several personnel directors and technicians in charge of employment offices and asked them just why they maintained the particular setups they had. And here are some of the things they told me.

Mr. First said: "We use counters to save space."

Mr. Second said: "We use counters to keep people out of the inner office."

Mr. Third said: "We use counters to save time and money by having one clerk wait on several people at a time."

Mr. Fourth said: "We use counters so women won't come in after a hard day's shopping, take off their shoes and spend the afternoon."

And Mr. Fifth, who took down his counter a number of years ago, said: "I provide private interviewing offices and a chair for every applicant because people never fight sitting down."

Now let's go back to Mister First's reason. "We use counters to save space."



Curiosity made me check that one with a yardstick. I found a counter was exactly 3" narrower than a desk.

Mister Second said he needed a means to keep people from barging into an inner office. I wonder if he ever tried seating a receptionist near the door where applicants enter. A pleasant smile and a "Good afternoon. May I help you?" is about the most effective stop signal I know.

Mister Third said he used counters to save time and money by having one clerk do the work of several. That sounds fine but what happens? One clerk hands out applications and directs applicants to a book of job announcements. So the applicant tries to find something she thinks she might be able to do. But suppose she's a woman who hasn't worked for some time. In the first place she's not exactly sure whether her services are needed or not. She would like to talk it over with someone and find out if it is really worth her while to make out an application. She would like some guidance regarding the type of work for which she is best fitted and she would like to know something of the policies of the firm, the job location and what would be expected of her.

If she gets no satisfaction concerning any of these she is very likely to continue on her way until she finds an establishment where she will.

As to Mr. Fourth's worries about women coming to spend the afternoon with him, I'm sure with a little practice he could find many devices for closing out an interview. The last resort I was always told during my training period was to stand up. This immediately gives the impression that the interview is over and that other things are now demanding your attention.

### HOW MANY PEOPLE APPLY FOR WORK?

In line with what I have been saying, I think you'll find that these are rather interesting figures. They represent four employment offices, chosen at random. And the figures show their total number of applicants by month, week and day during the month of December, 1951.

	<i>month</i>	<i>week</i>	<i>day</i>
1.	1,155	289	58
2.	1,986	496	99
3.	38,727	9,682	1,936
4.	924	231	46

In spite of the wide variance between the number of people applying for work in firms No. 3 and No. 4 both firms give personal interviews to each and every applicant.

We think everyone in the personnel or industrial relations field will be encouraged by the life story of "Van" van Delden. He has done a lot of interesting things in a rather short time and has done them well, as judged by the recognition that has come to him. Ability, spirit and energy seem to be three outstanding characteristics of the man. His career will suggest ideas for younger men.

# He Makes His Theories Work

## The Story of E. H. van Delden

BY WADE E. SHURTLEFF

Too many personnel people are too theoretical. They sound like college professors." This was the answer given by the president of a fairly large company to the question: "Generally speaking, do you believe personnel people are too theoretical?" His answer was echoed by several of the 250 presidents whom I surveyed as the basis of a talk I gave before the Personnel Conference of the American Management Association earlier this year.

It's a safe bet these presidents have not been exposed to E. H. van Delden, who is Professor of Industrial Relations in the Graduate School of Business Administration of New York University, teaching businessmen at night, and Regional Director of the New York Office of Salary Stabilization by day.

From 1943 to 1950 he was Director of Industrial Relations for the Libbey-Owens-Ford Glass Company of Toledo, Ohio, and Non-resident Lecturer at the University of Michigan and active in lecturing at Harvard and Columbia.

Professor van Delden was once characterized by a former professor as a "split spirit" because he wanted to do two things—teach in a university and do personnel work in industry. At that time no one seriously considered the possibility that one day there might be professors of personnel administration. Yet the rapid development of both the personnel and business education fields made possible the attainment of his dual ambitions.

But we are getting ahead of our story.

After graduation from high school, Van obtained his first real job in the office of a paper bag factory. He "figured" reports for the home office and carried the payroll to the plant on paydays. This soon included interviewing job applicants.

And supervision over the contents of the First Aid cabinet. The title of Personnel Director came easily in the early twenties. But it meant little on the industrial scene. Nevertheless, Van took the assignment seriously. He started studying in college at night.

At the time Tead and Metcalf were yet to write their famous book and about all there was to study was the "History of the Personnel System" developed by the Committee on Classification of Personnel in the Army, published in 1919, and articles in the *PERSONNEL JOURNAL* which had just then been started by the Personnel Research Federation. Studying at night was too slow a process. Van decided he would try to win a scholarship. Result? He placed first in open competitive examinations for a scholarship to Columbia University.

### WORKING HIS WAY

The scholarship provided full tuition. But to pay expenses, Van worked on the maintenance crew of a public utility on the four to midnight shift. Graduating in three years with Phi Beta Kappa honors, he was awarded a graduate scholarship to study abroad. Living costs being low in France at that time, Van spent most of his time abroad at the University of Paris studying the sociological pattern of France and especially the French labor movement. He attended meetings of McIntosh Worker Groups in dreary halls near the abattoirs, studied the workings of the Cantine Maternelle—the system by which expectant mothers were cared for by the State—and explored the services provided by the Hotel Dieu, the Pharmacie du Nord and other clinic facilities. Returning to the United States in 1929, he taught English for a year while doing graduate study in economics. During this period he had two plays on social subjects published in *Poet Lore Magazine* and a number of articles on the same theme.

Dr. Henry Clayton Metcalf was then teaching personnel administration in the Graduate School of Business Administration of New York University at night. During the day he was Director of the Bureau of Personnel Administration, which he had established. Van Delden obtained a job with a New York publishing house in order to study under this pioneer in the personnel field. Metcalf's seminars were a mixture of idealism and practical wisdom which former students remember with a warm appreciation of the opportunity which was theirs. A combination missionary and crusader, Metcalf imparted a vision of what personnel administration could be to all with whom he came in contact. Certainly his influence on Van was great. With jobs scarce during the depression, Van obtained an appointment with the New York State Employment Service (after placing first in competitive civil service exams) where he prepared an employee handbook and developed standard practices.

In 1937 Metcalf decided to retire. Van, having obtained his M.B.A. degree in management and industrial relations, was offered an appointment at New York

University teaching personnel, labor relations and industrial relations courses. In 1940 he obtained his Ph.D. degree and was promoted to Assistant Professor.

The Graduate School of Business Administration of New York University is primarily a night college. Students are mostly young executives, many of whom have been sent by their employers for specific instruction. The average age is in the thirties. While teaching this group, Van encountered the usual skepticism that his ideas were only those of an impractical professor. Several interested businessmen students nevertheless offered him a chance to prove his theories and from this beginning developed a consulting practice that eventually became an important adjunct to his teaching efforts.

It was not only businessmen who called upon Van for advice and assistance, however, but also AFL, CIO, and independent unions. This "balance" of interests provided an opportunity to understand the problems of both sides and resulted in his frequent selection by unions and companies as arbitrator and impartial umpire in labor relations matters. In some cases he has also been chosen by the government as member for the public.

In 1942 during college vacation periods Van worked on some special projects for the Allis-Chalmers Manufacturing Company in Milwaukee. This led to his acceptance of a position created especially for him as supervisor of industrial relations research. While there he developed statistical methods for determining worker controlled production, a three dimensional Discipline Penalty Chart and Discipline Control Board procedures, as well as basic management controls for the personnel field—systems, standard practices, reports, and wage and operational data with an emphasis upon costs. And to satisfy his teaching urge he conducted classes for the college graduate trainees and also ran training courses for the employees of the industrial relations department.

#### APPOINTED DIRECTOR OF INDUSTRIAL RELATIONS

In 1943 he was appointed Director of Industrial Relations of the Libby-Owens-Ford Glass Company in Toledo, manufacturers of plate, safety, and window glass, as well as plastics, chemicals, mirrors, and structural glass. The day Van started to work at L-O-F he had a choice of strike situations to choose from. Certainly nobody in Toledo envied him his position in the hot seat. The restlessness incident to wartime controls had resulted in an employee overemphasis upon grievances with a corresponding plague of strikes and cases before the War Labor Board.

Gradually, with the cooperation of company officials and the help of favorable company personnel policies, the situation improved until in 1948, L-O-F was chosen by the National Planning Association for Case Study Number Two into "causes of Industrial Peace Under Collective Bargaining."

"The industrial relations department under E. H. van Delden," the report stated, "played an important role during the war in steering the company

through the 'legalisms' of the War Labor Board. Today it serves in a staff capacity to executives to plant managers in interpreting policies and in developing a long-range personnel program. But its major contribution has been to interest a pragmatic, operations-conscious management in straightening out inconsistencies in the wage-rate structure and contract administration, in giving more systematic attention to a basic program of supervisory training, and in examining present operations in the light of long-term plans and objectives."

The Annual Report on American Industry issue of *Forbes Magazine* in January 1950 contained the following evaluation under "Labor Relations": "Libbey-Owens-Ford is tops in the industry, with an articulate labor relations director, van Delden, whose words and deeds dovetail. L-O-F goes out of its way to train foremen in the interpretation of union contracts—a neglected phase of training in American Business." Two years ago, Van resigned from Libbey-Owens-Ford and returned to New York University as Professor of Industrial Relations in the Graduate School of Business Administration. He went with the good will of all parties and L-O-F actually prepared an engraved announcement expressing their regrets. To this day, his place has not been filled.

In connection with his teaching he has been in great demand as a management consultant, especially in collective bargaining, and as an arbitrator. He has developed a series of talks for executive development programs that keeps him booked months ahead. And still he manages to sandwich in talks before personnel groups, writing, and a host of other activities. For example, this past summer he spent in Europe conducting productivity training seminars in the Netherlands as part of the E.C.A. technical assistance program.

### *Another Job To Do*

Nevertheless, when asked to take over the difficult task of Regional Director of the New York Office of Salary Stabilization, he relinquished all his outside activities in order to accept. That is—all except his teaching and his avocation of helping handicapped people. This latter interest came about as a result of a personal tragedy. His only child was born cerebral palsied. Because of his interest, he "job engineered" employment at Libbey-Owens-Ford to such an extent that when a study was made in the summer of 1947 of the four Toledo plants by experts from the United States Bureau of Labor Statistics, it was found that of approximately 4,000 workers, 357 were classified as "impaired" workers according to government standards, or nearly nine per cent. The report indicated that these workers were steady, had superior safety records and were above average in production. Two of his articles relating to employment of the handicapped are considered classics and have gone through many reprintings: "Results Are What Count" in the *Nom Forum*, and "Employment of the Cerebral Palsied" in the *Crippled Child*.

Professionally, he has been active in many organizations and has written and spoken extensively concerning the philosophy and methods of personnel administration. Perhaps two of his most controversial articles have been "Toward a New Personnel Philosophy" published in the November 1949 of *Personnel* and "Personnel Looks to Its Future" in the September 1950 issue of *The Management Review*. He is also the author of chapters in the *Personnel Handbook*, *The Supervisor's Management Guide*, *Collective Bargaining Negotiations and Contracts*, *New York University Third Annual Conference on Labor, Human Relations in Modern Business*, *American Business Politics*—1944.

Van has served on many subcommittees of the Labor Policy Committee of the Business Advisory Council of the U. S. Department of Commerce and as Expert Consultant to the Secretary of Commerce for two years. He has been President of Toledo Chapter and National Vice-President and Director of the Society for the Advancement of Management, President of the Toledo Research Bureau and Chairman of the Industrial Relations Committee of the Toledo Chamber of Commerce, and has served on W.M.C. and War Labor Board committees. He is currently a member of the executive committee of the Academy of Management and a member of the program committee of the Silver Bay Human Relations Conference.

When asked how he finds the time and the energy to excel in so many activities he pointed to a woolly duck his youngster made for him two years ago. "This remarkable fowl never fails to provide a lift," he said, "not only because of its ludicrous appearance but because of the extreme effort that went into something designed to please me. Those of us who become discouraged easily should watch a person with cerebral palsy. Each purposeful movement requires intense concentration and may have to be repeated many times before the objective is accomplished. But they don't give up and the more difficult the task and the longer it takes, the easier it eventually becomes. That is the only way they make 'progress' and the rule is one all of us should follow. Personnel administration continues to make progress despite depressions and discouragements and we who believe wholeheartedly in the importance of what we are doing can expect to obtain results only as we do the same."

Yes, Professor Van Delden has theories,

But —

He makes his theories work!

## About the Authors

*Mrs. Miriam Smathers* and her husband C. E. (Jack) Smithers are well known for their dramatizations of interviewing and counselling. Before her marriage she was in personnel work with the Pacific Telephone and Telegraph Company. She is now a member of the Civil Service Commission in the county of San Diego and a member of the National Civil Service Assembly.

*Wade E. Smidloff* is Director of Industrial Relations of The Standard Products Company, Cleveland and was previously head personnel man at Willys-Overland Motors and the Apex Electric Manufacturing Company. He is the author of many articles and books. His last article for us was written when he was Associate Editor of the Bureau of National Affairs. He is a graduate of Ohio University.

# White Collar Worlds

By Eileen Ahern

Dr. C. Wright Mills, Professor of Sociology at Columbia University, has long made the American middle classes his special field. With the aid of a Guggenheim Fellowship and funds provided by the Social Science Research Council of Columbia University he has been engaged in extensive research on the white collar group. Now, in a lively book, he sets forth their origins, their aspirations, and the destiny to which, as he sees it, they are drifting. (WHITE COLLAR, By C. Wright Mills. New York, 1952, Oxford University Press. 378 pages, \$5.00.)

Many readers will disagree strongly with the interpretive parts of his book. Like any picture painted in black and white, some features are exaggerated to the point of caricature. The author is in an excellent position to recognize the limitations of this presentation. Obviously considering it the most effective for his subject at this time, he has been willing to risk unfavorable criticism, and one must read the book with that understanding.

The book will have a fascination for everyone who wonders where he fits in in the world of work—the white collar world, at least. And that, says Dr. Mills, includes just about everyone working for a salary, from managers right on down to salespersons and clerks. The book should also interest personnel managers professionally.

## WHO ARE THEY?

By examining white collar life, Dr.

Mills thinks, it is possible to learn something about what is becoming more typically American than the frontier character probably ever was. What must be grasped is the picture of society as a great salesroom, an enormous file, an incorporated brain, a world in which most people are employees. Recent articles in *Fortune* and elsewhere have accustomed the business community to seeing, with some insight and not without humor, how people behave when they must depend upon others for a chance to earn a living. Writing in similar vein, Dr. Mills describes the high-echelon executive who ponders long and then says "No," the "captive engineer" of the corporation, the young lawyers of the "law factory," and the salaried doctors of the clinic. He doesn't leave out the professors, either, both in their roles inside the academies and their relations with business, labor and government as "consultants."

It is the rare man today who goes into business for himself, and young people graduating from college hardly ever have such a goal. This is in sharp contrast to the middle class culture that formerly prevailed in America. Slightly more than a hundred years ago, about four-fifths of our population were self-employed. By 1940, only about one-fifth were still in this old middle class. The new middle classes are white collar people on salary, and they range from almost the top to almost the bottom of modern society. The managerial group comprise about 10%, salaried professional people about 25%, and schoolteachers,

salespeople in and out of stores, and assorted office workers make up the great bulk of the white collar people. Our shift to a nation of employees, says Dr. Mills, may be attributed very largely to the development of mass-production methods, expansion of distribution of goods and services, and the routinizing of large business operations.

People, by and large, are still thinking in the attitudes of the old middle class culture in which the ideal was "every man his own boss." At the same time they are making uneasy adaptations to the economic realities of being "somebody else's man."

#### ATTITUDES TOWARD WORK

One of the most interesting parts of Dr. Mills' book is the section on what work means to people. "Neither love nor hatred of work is inherent in man, or inherent in any given line of work. For work has no intrinsic meaning. . . . While the modern white collar worker has no articulate philosophy of work, his feelings about it and his experiences of it influence his satisfactions and frustrations, the whole tone of his life. Whatever the effects of his work, known to him or not, they are the net result of the work as an activity, plus the meanings he brings to it, plus the views that others hold of it."

Dr. Mills sketches briefly the historical attitudes that have been held toward work from the times of the ancient Greeks who saw it as a necessary evil, to be avoided and left to slaves. The ancient

Hebrews and early Christians viewed man as "condemned" to work, in atonement for sin. Work was later accorded value by them as also serving ulterior ends such as health of mind and body. Luther established work in the modern mind as "the base and key to life." This is the philosophy that has prevailed, until the present period, in American life. In the Renaissance it was thought that work could be intrinsically meaningful; that satisfaction came from doing creative work, not from its consequences.

Dr. Mills observes that the gospel of work has been declining in America, and that our present crisis, therefore, is severe. In his view, the new middle class has never been deeply involved in the philosophy of work held by the old middle class, despite the fact that many of the present white collar people have their origins in the old group. In addition, he states that the realization of the other main attitude toward work—the idea of craftsmanship—is impossible for the majority of white collar workers. Few people find self-expression in their work; most feel that it is something they have to do just to make a living. They look elsewhere for fulfillment, work and life being sharply split. Management makes efforts to bridge the gap by various human relations studies and programs, seeking something in the employee to secure and increase the will to work; something more than an economic incentive. Progress is still very slow in this direction.

#### SITUATIONS WANTED

(continued from Page 49)

**PERSONNEL DIRECTOR:** Sound training, plus six years of executive Personnel Administration experience. Successful record of achievement in plants of 500 to 3000. Age 34, married, degree, midwest location preferred but not essential. Resume interview at your request. Reply Box 173.

**INDUSTRIAL PERSONNEL:** Can learn your needs quickly. Graduate training in personnel psychology. Army and educational experience (assistant dean of students) in personnel. Male, age 29, prefer southeast. Reply Box 174.

**INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT:** Several years in industrial relations and personnel management in steel industry. Broad experience representing management in administration of labor contracts, supervising employment, safety, training programs, developing procedures pertaining to wage rate, technological, production, legal problems. Capable as director or assistant director. College and post-graduate law degrees. Age 47. Resume/interview. Reply Box 175.



# In Perspective...

## PERSONNEL JOURNAL'S Guide to Selected Management Literature

AMERICAN LABOR UNIONS: ORGANIZATION, AIMS AND POWER. Edited by Herbert L. Marx. New York: H. W. Wilson Co., 1950.

Reviewed in *Labor Law Journal*, April 1951

Reviewed by Philomena Mullady in *Industrial and Labor Relations Rev.*, Feb. 1952

DESTINATION UNKNOWN: FIFTY YEARS OF LABOR RELATIONS. By Walter Gordon Merritt. New York: Prentice-Hall. 1951

Reviewed by Z. Clark Dickinson in the *Annals of the American Academy of Political and Social Science*, November 1951

Reviewed by Irving Bernstein in the *American Economic Review*, December 1951

FOREMAN TRAINING IN A GROWING ENTERPRISE. By A. Zaleznik. Boston: Harvard University, Graduate School of Business Administration. 1951

Reviewed by Peter Castle in *Psychology at Work*, January 1952

Reviewed by Robert N. McMurry in the *Annals of the American Academy of Political and Social Science*, January 1952

THE IMPACT OF THE UNION: EIGHT ECONOMIC THEORISTS EVALUATE THE LABOR MOVEMENT. Edited by David McCord Wright. New York: Harcourt, Brace & Co. 1951.

Reviewed in *Modern Industry*, October 1951

Reviewed by Marguerite W. Zapoleon in *Monthly Labor Review*, November 1951

Reviewed by Charles E. Lindblom in the *Yale Review*, Winter 1952

Reviewed in *Labor Law Journal*, December 1951

INCENTIVE MANAGEMENT: By James F. Lincoln. Cleveland: Lincoln Electric Co., 1951

Reviewed in *Modern Industry*, January 15, 1952

Reviewed in *Supervision*, February 1952

LEARNING THROUGH DISCUSSION. By Nathaniel Cantor. Buffalo, N. Y.: Human Relations for Industry, 1951.

Reviewed by Stanley G. Dulsky in *Management Review*, May 1951

Reviewed by Temple Burling in the *Industrial and Labor Relations Rev.*, Jan. 1952

# Personnel Research

*The Short Employment Tests.* The Psychological Corporation, 522 Fifth Avenue, New York, N. Y. 1951.

These are three 5-minute tests for prediction of success in clerical work. They are not intended for use with candidates for higher positions or for production workers. In this test battery The Psychological Corporation recognizes what industry has long known, that tests are needed which can be administered in a short space of time but which still have good validities. The tests have been prepared with the greatest care. One indication; the V test has been designed so that scores are spread widely through the central range in order to give the maximum discrimination in the middle range of ability where most clerical workers are found. The tests are in three parts in order to give differential prediction, which is not afforded by a test of equal length using a single over-all score.

Strangely however, the manual recommends a total score—the sum of the three test scores—as “having the advantage of combining in a single index an over-all appraisal of clerical aptitude”. No evidence is offered to support this assertion but validities recently obtained elsewhere on the test do not bear out this statement.

Test V is a vocabulary test of 50 items in multiple choice form. It is intended as a substitute for a general mental ability test and for particular use in occupations requiring mental ability. It may be doubted however, whether a 5-minute test of word knowledge only is a good substitute for a 12-minute test like Personnel or the 20-minute Otis.

Test N consists of 90 simple arithmetical computations and is a speeded test so designed that no one can finish it in the time allowed. Its value is probably limited to the measurement of skill in simple arithmetic.

Test CA, the clerical test, is essentially a coding test of 60 items and is also a speeded test and is a good clerical predictor. The manual, (preliminary 1951) contains some excellent discussion on the application of these tests and clerical testing in general. A discussion on error scores is good. It is summarized by saying that unless the errors in each test are five or more they should probably be disregarded. Above that level they indicate a tendency toward carelessness. This accords with business experience.

The manual does not clearly so indicate, but these tests should be used as follows. The V Test is designed as a substitute for a general intelligence test like Personnel or Otis; the N Test is for those who must do a great deal of computation in addition, subtraction, multiplication and division; the CA Test is for routine clerical tasks such as filing, classifying and verification.

No information is given on validity. It would seem wiser to have withheld publication of the test until some satisfactory information on validity was obtainable. The authors are content with the statement that “since these tests have been designed to measure in a shorter span of time the same characteristics that have been found generally useful in the prediction of clerical success, the high correlation with other established tests of this sort warrants a considerable degree of confidence

that the SET will function as well as the older tests in this area."

This might be regarded as "damning with faint praise."

The SET were originally designed in cooperation with the American Bankers Association for use in employment of bank clerks. However, the tests do not seem to be entirely fulfilling the hopes of their authors. In one validity study not yet published it was found that against two different criteria correlating .65 with one another, the V Test shows the negligible validities of .13 and .10 respectively. If a vocabulary test will predict anything it would be the ability to learn. Since learning is of little importance in simple clerical work it is hard to see how a vocabulary test could be expected to contribute to the prediction of clerical proficiency. It can, however, be useful in identifying persons suitable for promotion or for stenographic and secretarial work. The N Test shows the low validities of .10 and .31 respectively. This is to be expected since it is chiefly a test of skill in simple arithmetic and only incidentally a measure of speed of perception. The CA Test produced good validity coefficients of .41 and .50 with the two criteria. Another standard number perception test gave validities of .10 and .56. The Name Finding test gave validities of .46 and .47 and number series .44 and .54. In another situation where N is 131 the following low validities are reported. For V, .05; for N, .33 and for CA, .34. This group was composed for cases from three banks and the criterion was a work sample.

While the V and N Tests do not seem to be effective in clerical prediction for simple tasks the CA shows promise. Satisfactory general use of these tests must await the development of better validities, suitably checked by cross validation in other situations.

*Lecture vs. Group Decision in Changing Behavior.* By Jacob Levine, V. A. Hospital, Newington, Connecticut, and John Butler, Trinity College, Hartford, Connecticut. *Journal of Applied Psychology*, Vol. 36, No. 1, February 1952, 29-33.

Psychology has had little to offer in the way of practical methods or guiding principles for changing behavior or attitudes of people. The relationship between learning, perception, and motivation is extremely complex. Learning and correct perception can occur without leading to significant changes in behavior. Many individuals repeat the same personally disastrous behavior patterns though they well know that different behavior would lead to more successful social relations. One important contribution to this problem was made by Lewin when he compared the relative effectiveness of group decision with formal lectures in influencing a group of women to change their eating habits during the war. Group decision was the more effective method. The experiment described in this article was designed to repeat Lewin's study in an industrial situation under carefully controlled conditions.

Twenty-nine supervisors of 395 factory workers were divided into three groups. A formal lecture method was compared with group decision in inducing these supervisors to overcome their biased performance ratings. "The results showed that only the group of supervisors involved in group decision improved in their ratings. The lecture group did not change and persisted in overrating the more highly skilled workers and underrating the less skilled. The conclusion was drawn that group decision is more effective than the formal lecture in overcoming resistance to change in behavior." This is an experiment that needs to be repeated in many different kinds of situations.

# Across the Editor's Desk

## With The Local Personnel Associations

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION at its March 17 meeting presented as speaker Dr. Arthur S. Flemming, Assistant to the Director of Defense Mobilization and President of Ohio Wesleyan University. Dr. Flemming discussed "Manpower—Too Much or Too Little?".

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION met on March 12 to hear "A Demonstration of Role Playing" described by Dr. Mason Haire. Dr. Haire, who spoke to CTDA a year ago, is Assistant Professor of Psychology and Research Assistant at the Institute of Industrial Relations, University of California. In his speech he considered proven tools of practical psychology for supervision and how they should be used for maximum effect. The 8-minute sketch was given by Bill Stephens, Manager of the Personnel Division, East Bay Municipal Utility District. He titled his talk, "Contact Management," a method used as a follow-up in Supervisory Training to get supervisors to discuss situations with their employees. Chairman of the meeting was Mrs. Betina Tracy, Training Director of the H. C. Capwell Co., Oakland, Calif.

THE PERSONNEL MANAGERS CLUB of the Boston Chamber of Commerce held a meeting on March 11 at which Austin D. Rhodes, General Superintendent of the Judson Thomson Mfg. Co., Waltham, Mass., was the speaker. Mr. Rhodes chose as his subject "Give the Older Worker a Chance."

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO at its March 6 meeting

heard B. Jay Knight, Chairman of the Industrial Commission of the State of Illinois, speak on "The Industrial Commission, Its History, Its Aims and Its Present Problems." Co-chairmen of the meeting were A. F. Romig, Personnel Manager of Campbell Soup Company, and Howard W. Johnson, Director of Management Projects at the Industrial Relations Center of the University of Chicago.

When the Association met on February 26 "Labor Monopolies" were analyzed by Abraham Brussell, Attorney, with Goldberg, Devoc & Brussell, and Selwyn H. Torff, Attorney, with Seyfarth, Shaw & Fairweather. Mr. Brussell, attorney representing the C.I.O., presented labor's view, Mr. Torff management's view, on this subject. Hugh M. Holmes, Manager of Industrial Relations at General American Transportation Corp., and Robert E. Novy, Vice-President in charge of operations at Inland Steel Container Co., were co-chairmen of the meeting.

An enthusiastic audience greeted Mr. Frank J. Escobedo, the new Personnel Director of Civil Service Commission, when he addressed a recent meeting of the Philadelphia Womens' Personnel Group. Mr. Escobedo was formerly personnel officer for the Tax Equalization Board of California. He told of his plans for the reorganization of the city's employment program in accordance with the provisions of the new city charter. Tests and interviews will supplement the usual written Civil Service examination. There will be a Job Evaluation plan to ensure equal pay for the same kind of work. Mildred L.

Justice is the President of the Association. Miss Florence Hoadley of the Pennsylvania

Company for Banking and Trusts is the Secretary.

## Conferences

NATIONAL OFFICE MANAGEMENT ASSOCIATION, 132 West Cheltenham Avenue, Philadelphia 44, will have Walter M. Casey sound the keynote of NOMA's 33rd International Conference in San Francisco May 18-22. Mr. Casey will address the assembly on "What Is America's Objective: Freedom or International Peace?" Supplementing the Conference technical sessions and social events will be NOMA's "All Purpose" Business Show, at which hundreds of products of the world's leading office machinery and equipment manufacturers will be on display.

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CANADIAN INDUSTRIAL TRAINERS' ASSOCIATION, 35 Notre Dame Street West, Montreal, held its Sixth Annual Conference at the Mount Royal Hotel April 24-25, with the theme "Toward Better Understanding." The program was under the general chairmanship of R. F. Johnson of Sun Life of Canada. The keynote address, "Training's Contribution to Better Understanding," was given by T. O. Armstrong, Director of Plant Labor Relations at Westinghouse Electric Corporation, Pittsburgh, Pa. Two five-member panels discussed "Training of Supervisors" and "Training of Non-Supervisory Employees." On the first panel were A. Laurin of Dominion Textile Co., Ltd., J. Trott of The Bank of Montreal, G. Walsh of Canadian Car & Foundry, Ltd., J. D. McKenna of Imperial Tobacco Co. of Canada, Ltd., and J. Barrable of Trans-Canada Air Lines. On the second panel were H. R. Filiatrault of Quebec Hydro Commission, G. Washer of Northern Electric Co., R. F. Johnson of Sun Life of Canada, R. E. Taillefer of Henry Morgan Co., Ltd., and K. K. King of Canadian National Railways.

THE INDUSTRIAL EDITORS OF HAWAII staged their second conference at the University of Hawaii on November 16, 1951, at which Dwight C. Steele, President of the Hawaii Employers Council, spoke. The question of language communications was brought up throughout the entire conference. First place award for general excellence of publication went to Gordon Chadwich, editor of Mutual Telephone Company's *Party Line*, and first place for editorial content to Frank Belding, editor of the Dairymen's Association publication, *Nuhou O Da*. The conference was sponsored by the Hawaii Employers Council in cooperation with the Industrial Editors of Hawaii and the Hawaii Plantation Industrial Editors Association. *President* of the Industrial Editors of Hawaii is Ramon Buisseret of The Fisher Corporation, with Seabron B. Calhoun of Mutual Telephone Company as *Vice-President*, and Norman P. Carmichael of Waialua Agricultural Company, Donald Burum of *Honolulu Star-Bulletin*, Buck Buchwach of Hawaiian Pineapple Co., and Raymond Haftel of Hawaii Employers Council as *Directors*.

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THE SOUTHERN CALIFORNIA INDUSTRIAL EDITORS ASSOCIATION and the Personnel and Industrial Relations Association jointly sponsored a one-day panel session held November 14 at Rodger Young Auditorium in Los Angeles. Members of the panel discussion on industrial communications included Lewis S. Peck of the Personnel and Industrial Relations Association, Roy Bell of National Association of Foremen, Fritz Springmann of Southern California Industrial Editors Association, and Andrew Brown of North American Aviation, Inc. Moderator was Robert D. Gray, Director of Industrial Relations Section at the California Institute of Technology.

THE SIXTH ANNUAL INDUSTRIAL EDITORS' SHORT COURSE was held at Oklahoma A & M College in Stillwater March 24-29. J. Lawrence Filson of The Texas Company discussed ways and means of turning out an effective sales publication. Editorial sessions were led by James M. Beall, Public Information Director and Manager of Publications for the American Gas Association, New York, and Frank B. Taylor, Editor of the *Independent Monthly*, official publication of the Independent Petroleum Association of America, Tulsa.

THE PHILADELPHIA INDUSTRIAL EDITORS ASSOCIATION announces the winner of the 1951 Ralph G. Barnes Annual Memorial Award as S. Harding Linhult of the University of Pennsylvania for his essay on "How Will an Employee Magazine Help a Company." Mr. Linhult's essay in booklet form may be obtained from Florence L. Shakolum, Publicity Chairman of PIEA,

whose address is 4619 Chester Avenue, Philadelphia 43. The award is made possible by L. Kingsley Barnes of the Westbrook Publishing Company in honor of his father.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION and the Personnel Section of the Western Management Association are offering reprints (\$1.00 each) of "Executive Compensation and the Stabilization Rules" by V. Henry Rothschild, member and chief counsel of the Salary Stabilization Board, Washington, D. C., "Leadership Development among Foremen and Supervisors" by A. C. Croft, President of the National Foremen's Institute, and "The Shifting Emphasis in Personnel Administration" by Lawrence A. Appley, President of the American Management Association. These addresses are being published by the Research Division, California Personnel Management Association, 2180 Milvia Street, Berkeley 4, Calif.

### Current Publications

CARRIER CORPORATION of Syracuse, N. Y., has printed its *Employees Security Plan* in a most attractive, little 52-page booklet, with engaging cartoon illustrations and easily comprehensible charts showing the employee just how he can figure his retirement income. A special feature of the booklet is a series of cut-off pages like a graduated card index which allow the reader to turn quickly to the question he wants answered. The booklet was received through the courtesy of Howard M. Dirks, Vice President of the Corporation.

MARGUERITE HOLBROOK WATSON, M.A., consultant in supervisory training, formerly Chief Job Analyst for American Airlines, is the author of a new handbook for supervisors, entitled "How to Prepare and Use Job Manuals." In it she provides information about job analysis for every

supervisor, giving in detail, step-by-step, what action he should take and what questions he should answer to define a job's work procedures, the amount of supervision available to the work, the minimum qualifications a worker should bring to the job, and the qualifications he should gain during training on the job. It tells how to make up a job manual and keep it up-to-date with a minimum of effort, and gives the main uses for job manuals so that the maximum benefit may be had from them. The 38-page book, with a list of suggested reading at the back, is published by The William-Frederick Press, 313 W. 35th Street, New York 1, for \$1.00.

THE EMPLOYERS' GROUP Insurance Companies, 110 Milk Street, Boston 7, Mass., in an effort to stimulate their suggestion system recently devised a "Suggestion Policy" for their employees, printed

in a form closely resembling an insurance policy, with agreement, conditions and exclusion clauses, Coverage A, B, and C. Another publication of the Group is a cartooned one-page "Annual Report" to employees on their cafeteria, setting forth that 12,396 hot dogs were sold in 1951 or enough to reach from the office to both the North and South Stations, that 49,810 sandwiches were eaten or enough to make a column nine times as high as the Boston Custom House. Both publications have aroused considerable employee interest, according to Richard S. Ostberg, Superintendent of the Personnel Department of the Group.

PRINCETON UNIVERSITY PRESS in a recent pamphlet lists 21 books on public opinion including "The Psychology of Social Classes" by Richard Centers, a scientific analysis of the nature and causes of class-consciousness in today's American culture, 256 pp., \$3.50; "Strategic Intelligence" by Sherman Kent, 240 pp., \$3.00; and "The Governing of Men" by Alexander H. Leighton, 420 pp., \$4.00.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD in a recent survey on the *Economic Status of the Aging* reports that three out of five "spending units" headed by a person 65 or over had assets valued at \$5,000 or more in 1950. Relatively little indebtedness existed among older consumers, the Board notes, pointing out that net worth tends to be largest in late middle age just before retirement. The report was prepared by the Division of Business Economics of the National Industrial Conference Board, 247 Park Avenue, New York 17.

Another survey by the Board, titled *What's in UAW-CIO Contracts*, takes an overall look at 53 UAW-CIO contracts covering a majority of the union's million and a quarter members and comes up with the following patterns: a definite UAW swing to long-term contracts with esca-

lators and annual wage increases, few real no-strike clauses, heavy reliance upon union security clauses plus check-off for the UAW's assurance of a flow of funds, a strong tendency toward three-week vacations. The report comes from the Division of Personnel Administration at the Board.

THE SIERRA ORDNANCE DEPOT at Herlong, Calif., in its *Super Sense* for February 1952 gives a little quiz on "What Would You Do" and outlines a situation between two employees considered for advancement. The decision is printed in the back of the book with suggestions on how it can best be carried out.

THE GRADUATE SCHOOL OF BUSINESS ADMINISTRATION of Harvard University discusses the subject of Utilization of Older Manpower" in a recent reprint from *Harvard Business Review*. The article by Harland Fox, Research Fellow at the University of Minnesota Industrial Relations Center, concludes that "the rising proportion of people 65 and over indicates, unless present retirement factors change, and increasing number of people outside the labor force for a longer period of unproductivity. The rising proportion of the population in the 45-65 age groups implies, even with present hiring practices, an aging labor force with all sorts of special problems." The author adds that, fortunately, enough is now known to expand employment of the aged beyond current limits and that "the basic guide to the employment of the aged should be the recognition of individual differences."

OLIVER IRON MINING DIVISION, United States Steel Company, publishes an article titled "Our 1951 Accidents—They Didn't Just Happen, They Were Caused!" in the March issue of its publication, *Ore, Iron and Men*. The article, with cartoon illustrations, analyzes employee job injuries, revealing that a big percentage of them were

due to five causes: (1) undue haste, shortcuts and chances, (2) failure to select a safe work procedure, (3) lack of inspection and maintenance, (4) carelessness, mind-wandering, and forgetfulness, (5) failure to recognize an unsafe condition or practice.

On the last page of the magazine are pictured six employees who won prizes in a company Safety Contest. First place award was \$25.

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THE NEW YORK TIMES for Friday, February 29 carried a long illustrated story under the heading "Fun-Coated Facts Give G.I. A Laugh." The story by Kenneth Campbell was written at Camp Kilmer, New Jersey where soldiers on their way to Europe are gathered. One of the things the soldier has to go through is what is known as "orientation courses." They used to be regarded as the stupidist part of military life. The central facts which must be given to the soldier are conveyed by means of a comedy team in which an officer and a sergeant stationed at Camp Kilmer take the parts. One medium is a radio commercial advertising "Mushy-Mush" cereal. Between acts of the comedy team some serious moving picture material on Germany and other parts is presented. Then comes a quiz program in which flags of member nations of NATO are identified. Another prize contest gives the audience an opportunity to identify the officer who said "No enemy is likely to overcome us unless he first possesses Western Europe." The prize winner gave the correct name of General Bradley, after many others gave the wrong answer. This effective course in indoctrination is given by the Information and Education Section of the Camp's Personnel Center. It is highly suggestive of what might be done in industry.

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INFORMATION RACKS continue to attract a good deal of attention and are being used more and more frequently in industry. One of the leading examples is General

Motors Corporation. One of the most interesting of recent bulletins placed on their information racks is called "Pattern for Plenty." This is one of a series of popular economics booklets published by the Institute of Economic Affairs, New York University. Haig Babian is Editor of Special Publications at New York University. The Pattern for Plenty tells about the marvels of modern mass production. The story begins with the formula first expressed by Eli Whitney. Whitney is generally given credit for the development of the idea of interchangeability of parts, on which all modern mass production is based. To make possible the interchangeability of parts Whitney specified that each such part should be carefully machined to a definite pattern and size, each part being done separately by machine. As the years have gone on these machines have become more and more efficient and complicated and of course, more and more productive. Whitney's scheme of quantity production became known as the American system and now is used generally wherever a quantity of parts must be produced.

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THE WESTERN PERSONNEL INSTITUTE of Pasadena, California, recently sent us a copy of "What We All Believe." This is a condensed description of the great religions of the world, written by Ruth Cranston. The foreword says "The object of this pamphlet is to present the great spiritual ideas of the world as set forth in the religions of various peoples. If we are to live and work together in one world certainly we must try to understand each other's philosophy of life and basic ideals." The booklet might be a useful item for information racks. It may be obtained from the Western Personnel Institute for 25¢.

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SPEAKING ABOUT INFORMATION, I have often wondered why management gripes about rumors among employees. If they want employees to know something why



why don't they tell them? The International Resistance Company, Philadelphia, believes in telling employees things which are of importance and interest to them. The January issue of the IRC News has a story explaining the reason for some recent layoffs. The story appears in the middle of the first page under the heading "Here Are the Facts About Conditions Causing Layoffs." It might be more than a mere coincidence that in the same issue appears the story of an Award by the Philadelphia Chamber of Commerce to International Resistance for its excellent employee relations program. Oliver J. Greenway is Vice President in charge of manufacturing of the Company and Harvey N. Stephens is Director of Industrial Relations. The Company has a contract with Local 105, IUE-CIO.

THE PERSONNEL EXECUTIVE, his Title, Functions, Staff, Salary and Status is the title of Survey No. 9 made by the Bureau of National Affairs. The material was gathered by a questionnaire from most of the 160 personnel and industrial officials who are members of the 1951 panel which the Bureau selects each year to advise it on personnel studies.

The report on Survey No. 9 is a 22 page pamphlet. It is divided into four sections, Titles and Functions, Organization and Staff, Salaries of Personnel Officers, and Status. A particularly valuable table is one which shows that the average size of a personnel staff in relation to the total size of the company varies from eight personnel staff per thousand employees in companies under 500, to four per thousand for companies with over twenty thousand employees. These figures are interesting because they are somewhat lower than any others I have ever seen published. There is a series of organization charts showing how some of the different companies have organized their personnel functions. The table of salaries shows that the average salary paid to the top personnel executive

varies from about \$6000 to \$7000 for 13 companies of less than 500 employees up to an average of \$33,714 for seven companies with more than ten thousand employees. The Bureau is at 1231 — 24th Street, N.W., Washington 7, D. C.

THE PROBLEM OF COMMUNICATION was dealt with very interestingly in some experiments reported in the January 1951 issue of Journal of Abnormal and Social Psychology. They were conducted by Harold J. Leavitt. A brief story of some of this work appeared in the AMA Magazine Personnel for March 1951. It was reported by Bavelas and Barrett at the Massachusetts Institute of Technology. The studies consisted of a series of carefully designed experiments in communication between members of an organization. In these experiments the various individuals were permitted to talk only to certain persons. Several different patterns of communication were developed and each was studied. The report is a little too technical to deal with here. Anyone interested in the problems of management, of organization, of communication between individuals in an organization would find these studies most interesting. The experiments are continuing.

PERSONNEL TESTING IN THE GAS INDUSTRY is one of a series of publications issued by the personnel committee of the American Gas Association. The committee is composed of 25 personnel directors from as many gas and electric companies in different parts of the country. This first of a series deals with personnel testing in the gas industry and describes testing programs in effect in the industry and reports some of the validation studies made on specific occupations such as meter reader and gas appliance service men. These two test batteries are being used by quite a number of companies in the industry. This report on personnel testing was prepared by a sub-committee consisting of Charles D. Ma-

gruder, Chairman, of the Washington Gas Light Company, Gordon N. Peterson of Public Service Electric and Gas Company in Newark, N. J., and F. R. Rouch of the Cincinnati Gas and Electric Company. Technical work on the report was done by Arthur R. Laney, Jr., Personnel Psychologist, Washington Gas Light Company, Washington, D. C.

ECONOMIC INTELLIGENCE is the title of a monthly report in four pages prepared by the Economic Research Department of the Chamber of Commerce of the United States, Washington 6, D. C. The March issue contains a report on "Wage Policies and Inflation." The subscription price is \$1.00 per year.

TURNOVER CONTINUES TO BE A PROBLEM in these days of high employment. Most of the studies of turnover bring forth the usual reasons: not enough pay, marriage, no transportation, no overtime—or too much overtime, home responsibilities. When two psychologists tackle the problem something is likely to happen, especially when one of the psychologists happens to be president of the company. Alfred J. Marrow is the psychologist who is President of the Harwood Manufacturing Corporation, manufacturers of textiles, with offices in New York and a plant at Marion, Virginia. The other psychologist is Dr. Gilbert David, who is Director of Research for the same company. Their study of turnover—to make a long story short—reveals that a fear of failure and the frustration arising from it seem to be one of the prime causes of a large percentage of the turnover, even though the usual standard reasons for leaving were given by these people at the time of departure. Applying "count the noses" method it seems that in a given month there were no quits in a group of 116 employees rating above standard production the previous month. However, there were 28 quits among the 211 below standard. They further found that the

highest proportion of quits appeared in the group whose production was increasing and was approaching the level of standard production. As a result of this study the psychologists developed two hypotheses (1) as the worker approaches standard production he becomes more eager to achieve it; and (2) as a worker's production increases the difficulty of a still further increase becomes greater.

These two forces conflict with one another. The solution was found in the development of a series of sub-goals in production toward which the worker could advance, achieving a series of successes as each goal was reached. A later study of turnover showed marked decrease in turnover under the new training method. Here is another interesting illustration of the fruits of research in personnel. An interesting brief report of this experiment appeared in "Personnel Administration" for November 1951. This is the bi-monthly journal of the Society for Personnel Administration. This Association appeals primarily to federal and state employees. Its headquarters are at 1626 K Street, N.W., Washington 25, D. C.

HAWAII IS PART OF THE UNITED STATES, as we all know. "Builders Family" is the title of the employee magazine issued each month for the employees of Lewers and Cooke, Ltd. This illustrated, nicely printed magazine of 12 pages is edited by Frances Flood. The thing which struck me most forcibly was the names and pictures of many employees. A lot of them have Hawaiian and Japanese names. For instance, the sports editor is Shigeto Takata. The staff photographer is James Rokuhara and the staff artist is Robert Ideta. Incidentally, an interesting photograph showed Mrs. Ray Orndorff of the Mutual Telephone Company giving a lesson in telephone manners to two employees of the Company.

THE AMERICAN JOURNAL OF SOCIOLOGY for March 1952 contains a number of articles

that would interest industry people. All the articles of this particular issue relate to business and industry. The collective title for this issue is "The Sociology of Work." One of these articles deals with "Quota Restriction and Gold-Bricking in a Machine Shop," which is by Donald Roy. Another interesting one is "Janitors vs. Tenants: A state of Income-Dilemma" by Ray Gold. In this study a contrast is made between the janitor and the tenants of a certain apartment house. Here the janitor's job is such that his income exceeds that of many of the tenants. However, he feels inferior to them socially and as a consequence he becomes a very frustrated and unhappy individual. The Journal is printed at the University of Chicago Press, 5750 Ellis Avenue, Chicago 37, Illinois. The Editor is Herbert Blumer.

THE BRITISH INSTITUTE OF MANAGEMENT in its *Management Abstracts* for January carries a digest of the article "After Age 65 What?" by Harland Fox, Theodore R. Lindbom and C. Harold Stone, which appeared in the October 1951 issue of *PERSONNEL JOURNAL*. *Management Abstracts* is published by Management House, 8 Hill Street, London, W.1.

THE SOCIAL SCIENCE RESEARCH COUNCIL, 230 Park Avenue, New York 17, in a recent issue of *Items* reports that the Labor Market Research Committee headed by Dale Yoder is making plans for a careful review and appraisal of recent research on factors affecting labor mobility, in the hope that this can be completed by Autumn 1952. The six-city study of occupational mobility conducted under contract with the Bureau of the Census with funds provided by the Department of the Air Force, completed in February, is expected also to be ready for publication by next Fall. In the meantime, as part of the appraisal of labor mobility research, the committee is plan-

ning a conference in the Spring to weigh past research designs for mobility studies and to arrive at proposals for strengthening future studies. The committee is also considering setting up a subcommittee on research dealing with reactions to change—including resistances and favoring factors—centered initially upon problems of adjustment to changes in industrial plants.

THE AMERICAN MANAGEMENT ASSOCIATION, 330 W. 42nd Street, New York 18, has incorporated papers presented at its General Management Conference of June 7-8, 1951, into Number 152 of the General Management Series, entitled *New Perspectives on the Administrator's Job*. The booklet, priced at \$1.00 to AMA members, \$1.25 to non-members, contains "Problems of Administration in a Democratic Society" by Ordway Tead, Editor of Economic Books, Harper & Brothers, New York, and "Management Planning—the Financial Viewpoint" by John E. Kusik, Vice President-Finance, Chesapeake & Ohio Railway, Cleveland, as well as a report of The President's Round Table session.

THE WOMEN'S Bureau of the U. S. Department of Labor in the same vein has written a leaflet entitled "Hiring Older Women," with suggestions to employers in this regard. Leaflet 12 is available from the Superintendent of Documents, U. S. Government Printing Office, Washington 25, D. C., for 5¢.

## WRITER

### Training Program Development

MAJOR OIL COMPANY seeks men age 30 to 40, college graduate. Must be experienced creative writer. Training background desirable but not necessary. Responsible for writing of supervisory training conference material, illustrated lectures, explanatory booklets. Must be personable and mature with ability to make contacts at executive level. Starting salary \$116.00 per week to \$145.00 per week depending upon experience. Phila. location. Apply in writing stating full qualifications to N-70, P. O. Box 3552, Phila. 22, Pa.

## SITUATIONS WANTED

**PERSONNEL EXECUTIVE:** 5½ years assistant personnel manager, prominent, medium-size company. Top level experience. employment, placement, training, development, wage-salary administration, benefits, research, communications, all phases modern personnel program. Early 30's. MA degree Industrial Relations. Sound imaginative personnel viewpoint. Salary desired, over \$7000. Reply Box 163.

**PERSONNEL:** Young man, June 1950 graduate, 2 years business experience, presently employed desires job offering opportunity in personnel or related field. Would consider any location. Reply Box 164.

**PERSONNEL ASSISTANT:** Presently employed—2 years experience in interviewing, placement, recruiting, employee relations, and some testing. BA in Economics with 1 year graduate study in labor and personnel. Vet. age 32, married, 2 children. Will relocate. Desire an opportunity to grow and advance. Resume on request. Reply Box 165.

**PERSONNEL WORK:** B.A. and M.S. in Industrial Psychology. Some experience as researcher in Industrial Relations for large Midwest University. Age 26, married. Interested in Counseling, Testing Labor and Human Relations problems. Wish to be able to continue toward Ph.D. Reply Box 166.

**INDUSTRIAL RELATIONS SUPERVISOR:** Available after October 1, 1952, industrial relations supervisor seeking new connection. Mature man, good educational background, broad administrative experience in personnel and labor relations work including eight years in national periodical publishing field, two years Safety Director aircraft parts manufacturing plant; two years Personnel Manager U. S. Navy Equipment Repair Depot; past 7 years personnel supervisor large middle east oil company employing more than 10,000 employees all races, twenty nationalities. Diversified experience embraces contract negotiations, wage administration, job evaluation, recruitment, placement, counseling, benefits and other phases employee relations work. Reply Box 167.

**PERSONNEL:** Labor relations position desired by professional government employee with broad experience in administration of Taft-Hartley Act, Wage & Hour Law, and Wage Stabilization procedure. Practical understanding of employer problems under these laws and overall grasp of human relation factors involved in collective bargaining. Reply Box 168.

**ASSISTANT TRAINING DIRECTOR:** MS degree in Industrial Psychology. 1½ years graduate work toward Ph.D. Two years college teaching experience including teaching of adults. Experience in Air Force Engineering Office. Graduate assistant experience in University Counseling Center. Prefer to locate in Penna. or bordering states. Reply Box 172.

(continued on Page 28)

## HELP WANTED

**INDUSTRIAL TRAINING SPECIALIST:** Leading mid-western University has opening for man who can plan and conduct in-plant supervisory training programs. Minimum requirements include (1) three years of industrial training experience (2) bachelors degree (3) willingness to do some traveling. Age preference 30 to 45. Starting salary \$5500 to \$6000, plus traveling expenses. Advantages include month's vacation retirement plan and many cultural, recreational and social facilities. Reply Box 162.

**PERSONNEL ANALYSTS:** Foreign Service. University graduates with three or more years in analysis and development of employee benefit programs and employee relations policy formulation. Experience with foreign nationals particularly desirable. For major oil company with extensive Middle Eastern operations. Write giving personal history and work experience; please include telephone number. Reply Box 169.

**SOCIO-ECONOMIC RESEARCH ANALYST:** Foreign Service. Qualified Research Analyst capable of initiating and developing studies of customs, social and economic conditions, religion, vital statistics, and similar information relative to the people of the Middle East and neighboring areas. For major oil company with extensive Middle Eastern operations. Write giving personal history and work experience; please include telephone number. Reply Box 170.

**JOB ANALYSTS:** Foreign Service. Engineering or Business Administration graduates with two or more years of Industrial Wage and Salary Administration. Knowledge of factor comparison or point rating systems of job evaluation. For major oil company with extensive middle eastern operations. Write giving personal history and work experience; please include telephone number. Reply Box 171.

Advertisements will be accepted under these headings at 5 cents a line for one insertion. Average 97 characters per line, 1½¢ discount for two insertions, 2½¢ off for three insertions or more.

# PERSONNEL Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

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# Conference Calendar

## JUNE

- 15-27 Pasadena, Calif.  
*California Institute of Technology, Industrial Relations Section.* Fifth Annual Summer Conferences on Personnel Administration and Managerial Development. Mr. Robert D. Gray, Director, Industrial Relations Section, Calif. Institute of Technology, Pasadena 4, Calif.

## JULY

- 24-26 Ann Arbor, Mich. University of Michigan  
*University of Michigan.* Fifth Annual Conference on Aging  
Dr. Wilma Donahue, Institute for Human Adjustment, Rackham Bldg., Ann Arbor, Mich.

## OCTOBER

- 20-21 Chicago. Hotel Drake  
*The National Association of Suggestion Systems.* 10th Annual Convention  
Mr. H. J. Richey, National Biscuit Company, 449 W. 14th Street  
New York 14, N.Y.

# Editor to Reader:-

THE GENERAL MOTORS INSTITUTE at Flint, Michigan is a full-fledged college giving the Bachelors Degree to students who complete the 5-year cooperative course. These courses are in Business Administration and in Engineering. They are almost the exact equivalent of the courses given at other well known cooperative colleges such as the University of Cincinnati, Drexel University, Antioch College and others. It is however strictly a General Motors College. Students are admitted who are already in the employ of General Motors Divisions or who have been selected for employment in those Divisions. Students pay tuition and pay their own living costs just as in any College. An important difference is that all of these students spend their work periods on the regular job in one of the Divisions of General Motors Corporation.

I was in Flint, Michigan not long ago and, having a few hours to spare, went to call on an acquaintance who is the head of "Personnel Evaluation Services", of the Institute, Dr. Orlo L. Crissey. Dr. Crissy is a psychologist who is known for his sound applications of psychological principles in industry. I met his two assistants, Dr. Andrew McGinley and LaRoy J. Morter, Jr. This small unit is engaged in work relating to test selection and evaluation of employees through psychological test methods throughout General Motors. Their aim is to develop general studies which will be useful to the Personnel Departments of the various Divisions of the Corporation.

Roy Morter took me for a tour of the Institute buildings. Any young man who is accepted for employment at General Motors and for tuition in the institute is a very fortunate young man indeed. The equipment is adequate and ample in amount. The Institute is now in its 24th year, having been

founded during the period when Knudsen was head of General Motors Operations. Albert Sobey, now President Emeritus, is the man whose vision and enthusiasm brought the Institute into existence and under whose guidance it was developed to its present high state. Guy R. Cowing is now President and Director. His supporting faculty and staff includes more than 200 men.

---

HAVE YOU READ the amusing and ridiculous book by Stephen Potter called "The Theory and Practice of Gamesmanship", or "The Art of Winning Games without actually cheating"? If you have read Gamesmanship you will also want to read "Lifemanship", or "The Art of Getting Away With It Without Being an Absolute Plonk". (Henry Holt & Co., New York.) There is much that is amusing in both books—in the droll English way. There is a serious side to *Lifemanship*, too. The best way in which I can convey the spirit of these books to one who has not seen them is to tell of an incident that occurred to me last year. My wife and I were getting the "Dody" ready to sail, and I was engaged in the fussy job of setting the rigging which consists mostly of putting small pins into still smaller holes—or so it seems sometimes. When the boat is on dry land and standing on its trailer the deck is about six feet off the ground. I was up on deck and my wife was down below looking interested but not very busy. It occurred to me that we were going to be late if I didn't hurry, when I remembered that I'd left the sail bag in the car more than a hundred yards away. Now I could have taken the direct approach, saying something like this: "While I'm up here working why don't you do something useful. How about going

out to the car and getting the sails?" I might even have been satisfied with a simple request, "Will you go and get the sails while I finish this rigging?"

Instead of the direct approach I used the *Lifemanship* method. It went something like this: "Oh gosh, I forgot to bring the sails; I'll have to go after them." Under the theory of *Lifemanship* a comment of this kind, made in a correct tone of voice, should—as it actually did in this case—bring this kind of reply: "Oh, you're busy; let me get them." Of course, you have to be careful how you use this method. Some people, especially wives, are apt to see through dodges of this kind. But there is a lot to be said for smoothing the course of life instead of taking it the hard way.

THERE IS MORE TALK THAN ACTION about personnel research. Standard Oil Company (New Jersey) has actually done something about it. A report has just been issued by the research people in the Employee Relations Department called "Made to Measure" telling of their work in the past several years in developing methods for better selection of foremen, engineers and clerks. The volume is a group of papers by the personnel men in different subsidiaries of the Company, each one telling about their part of the big program. They were delivered at a company conference on personnel measurement held Jan. 31-Feb. 2, 1951. The forced choice method of merit rating is also one of the projects successfully carried out in several companies. The report is a remarkable document and is a milestone in industrial personnel research. The man behind the whole research program is Dr. Edwin R. Henry, in general charge of employee relations research for the parent company. Ample proof was submitted of the success and practicality of the tests and other devices which were developed. Standard Oil is well ahead of the field on this project.

THE ASSISTANT EDITOR AND I kept a

long anticipated appointment in New Haven, Conn. on Thursday, March 27th. This was the occasion of the Second Annual Personnel Conference of the *Connecticut Personnel Association*. The Conference was co-sponsored by Yale University, Department of Industrial Administration. The Connecticut Personnel Association, I was told, is a revival of an Association that has been in existence a good many years. About three years ago it began to go through a period of rejuvenation. Members give much credit in this period of rebirth to Tom Spates. Many of our readers will remember that Tom Spates capped a successful career as Vice President Personnel Administration at General Foods Corporation by anticipating his retirement by a number of years and stepping over to Yale to become their first professor of Personnel Administration. You will find more about that story elsewhere in this issue.

The Second Annual Personnel Conference of the Connecticut Personnel Association was attended by more than 400 persons from all over the state of Connecticut. I believe that someone said that every county but one was represented. There were, in addition, quite a sprinkling of visitors—including ourselves—from many other states. The revival of activity in the Connecticut Personnel Association is symptomatic of the times. Personnel Associations in many parts of the country are being created for the first time or are going through a similar period of rebirth.

TOM SPATES, as we have just mentioned, is now a full-fledged Professor. During one of the periods of intermission we went to Tom's office and heard him talk about his experiences during the past two years and something of his plans for the coming year. Tom is one of three men in the Department of Industrial Administration of which Dr. Hudson B. Hastings is Chairman. Tom was enthusiastic about the attitude and enthusiasm of the students he



teaches, mostly Juniors and Seniors. He told how one after another of the various sections which he teaches asked permission to lengthen their period from an hour to an hour and forty minutes. He says this is a good omen for the future, when these young men become leaders in business and industry. Last year we published a paper written by one of the students and Tom read us extracts and told us stories about some of the others.

When we asked Tom what he has been able to do with business leaders and personnel and industrial relations executives in industry his face lighted up. He said that for a long time he had felt that industrial leaders in the community around New Haven were lacking in a progressive attitude towards personnel problems. He was much gratified and encouraged when recently the President of the New Haven Manufacturers Association secured the endorsement of the Association for a series of Conferences to be held at Yale University under Tom's direction. These Conferences will be designed for mature men already working in industry. This will give Yale University and Tom Spates in particular the opportunity of indoctrinating Connecticut Industry with the sound and progressive ideas which he was so successful in putting into effect in General Foods over a long period of years, greatly to the benefit of that Company.

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MANY DIFFICULT PROBLEMS ARISE upon the adoption of a pension plan. One of these is the inadequate pension provided for employees who have not been with the Company a long period of time prior to retirement. The U. S. Fidelity and Guaranty Company of Baltimore, one of the largest casualty and fire insurance companies, solved this problem when their plan was adopted several years ago by a provision guaranteeing a minimum pension of 40% of the average salary to the date of retirement. This took care of a somewhat small number

of cases of worthy employees and it set at rest many uncertainties that would otherwise plague the organization for a long period after the adoption of the plan. Subsequently this figure was raised to a 50% guarantee. The extra expense of this guarantee was not great.

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THE NATIONAL INDUSTRIAL CONFERENCE BOARD recently held a two-week course in personnel administration for people on the personnel staffs of member companies. The course was especially designed for newcomers or younger members of personnel departments. Those who attended found the course extraordinarily helpful. It gave them material for thought and study for years to come. The course was developed under the guidance of S. Avery Raube, Director of the Division of Personnel Administration of the Board. The members of his staff constituted the faculty. I asked "Ave" whether it wouldn't have been a good thing to draw on some of the distinguished personnel leaders in industry. I thought this would give stimulating assistance to the members of his staff who did most of the work as teachers. Ave had a very good answer and I quote from his letter in reply:

"We are completely sold on the idea of gathering together as many different points of view from people outside the staff as we possibly can. Even at this Personnel Course we went "outside" for the final speaker who, at this first session, was Fred Atkinson, and he did an excellent job.

"However, we looked at this Personnel Course as a very different thing. We tried very earnestly to avoid merely providing a series of disjointed sessions. On the contrary, one of our purposes was to furnish, through almost 40 sessions, as cohesive and coordinated glimpse of personnel administration as we could possibly provide. In order to do that it was necessary for us to spend literally hundreds of hours of the staff members' time—not only in

preparing the material for each specialist's sessions, but primarily for the purpose of securing this coordination. For example, the entire two weeks prior to the course was spent in a complete "dress rehearsal". Thus, although every staff member talked from notes, we knew in advance every thought and almost every word that was going to be uttered during the lectures.

"A number of the discussion periods were guided ones in which the group used the lecture and its own brain power to work out solutions. And throughout, each staff member's goal coincided precisely with the Board's main function, namely, to give a balanced view of the subject he was covering, with a full attempt to give adequate emphasis to various points of view. In addition, the student members went home with a small trunk full of supplementary material, most of which was furnished us very generously by a couple of hundred companies. This material, I might add, was selected very carefully in spite of its quantity to give the students a look at the different ways in which different companies try to solve similar problems."

From this description of how the course was organized and conducted you can get a very good idea of its thoroughness.

---

FROM SAUDI, ARABIA comes an interesting letter written by R. F. Holmes of the Arabian-American Oil Company.

"We have enjoyed reading PERSONNEL JOURNAL and have gained a great deal from the intellectual stimulation its articles provide. We have adopted a plan of rotating the chairmanship of staff meetings among our personnel and have taken approximately two hours to discuss in detail a selected article from such magazines as PERSONNEL JOURNAL, Personnel, Fortune, etc. By so doing we feel that the conference leader gains good experience and the other members gain through the interchange of ideas and the resulting better understanding both of the author's thoughts and their

colleagues' beliefs. This also ensures that articles are read with real interest rather than mechanically.

"We will shortly embark on a program to improve our employees' understanding of wage and salary administration. This effort will consist of two major parts, one designed to explain to Americans how job evaluation works and the Company's wage and salary program and policies.

"The other part of our program will be to explain to our non-Americans workers, comprising some 20,000 individuals of eight major nationalities, what the wage and salary policies are and the principles behind them. As you can appreciate, the two programs will have to be handled quite differently due to the differences in industrial background and culture of the two groups.

"We are planning to adopt a series of supervisory training courses combined with simple, cartoon-illustrated booklets which would explain principles and policies. I recall having seen an effort of this type made by the U. S. Maritime Commission during the middle of the last war and doubtless many other Companies have faced and successfully met the same problems. We would be very appreciative of any assistance you can give us in indicating sources where we could obtain copies of successful efforts along this line."

This glimpse of personnel problems in a strange land will, I am sure, be interesting to those of us here at home, where, no matter what other complication we may have, there is only one language and one civilization to be dealt with. It was a pleasure to send Mr. Holmes some material and to suggest several sources from which he might obtain further material.

---

A LABOR COLUMN IN A NEWSPAPER is not unusual but when the column is written by a labor man and the column is not censored in any way by the newspaper editor then something remarkable has happened.

In April I told of the editorial policy of the weekly *Archive* of Dowingtown, Penna., which follows that practice. Bob Williams writes a column every week telling labor's point of view under the heading "Sum and Substance". Just to show you that the Editors Jane and Robinson McIlvaine really mean what they say, I would like to quote from a letter of April 12th by Jane.

"One of the things that gives me the incentive to keep going here when machines and men begin 'blowing their tops' as is often the case around a printing establishment, is the fact that people such as you take such an interest in *The Archive*. It gave me great pleasure to read that very nice 'bit' on page 406 of the *Personnel Journal* and I am very grateful to you.

"In the light of an article from *The American Press*, which I am enclosing, am particularly interested in the fact that you noticed Bob Williams column. The story behind it all is most interesting. When the CIO lauded us as being the 'first' I wrote the *Press* and asked if any other papers had a labor columnist. The article is the answer I received. (No.) I find it hard to believe that this is the case. If so, I think newspapers, or as you say the 'capitalist press', is very much at fault.

"Thinking you might be interested I am mailing you our Taft-Hartley controversy which you may have missed. I had a long talk with Bob Williams about it who finally admitted that his columns were being censored by the head of the union and that a column he had first written on Eisenhower was censored causing him to hurriedly write the 'attack' on the TH Law. Through this and subsequent conversations I have learned a little about Unionism that I didn't know before. To summarize the matter briefly, what I have learned makes me believe all the more in the premise on which the editorial policy of *The Archive* is based—that it is vital to democracy that *both sides be put before the*

*public*. I think Williams has a point when he says newspapers have fallen down on the job."

The attack on the Taft-Hartley Law, which Jane refers to, appeared in Bob Williams column for March 27th. The next week Jane wrote an editorial in reply and it was a scorcher. The following week Bob Williams column contained his rejoinder. It was spirited but I didn't think it was very strong and certainly did not attempt to cover many of the points which she made in her editorial. No better demonstration of the honesty of her editorial policy could be found than that Williams was allowed to make his own rejoinder in his own way. The episode is most refreshing, after all the one-sided junk in both the 'capitalist press' and the labor papers.

---

HUMAN RELATIONS IN INDUSTRY ON TV is something new. Recently, one of the Philadelphia radio stations ran each week an afternoon story under the title "Human Relations in Industry". This presented problems of employees and their supervisors and was aimed at the potential audience of 16,000 housewives. The response was enthusiastic both from industry, the housewives and from the union. Some industries heard about the telecast and thought enough of it to get a TV set and call in the supervisors for a look. The "actors" were hand-picked from industrial relations and personnel departments of the Philadelphia area, from their supervisors and from Drexel Institute of Technology graduate students. The series was produced through the joint efforts of Drexel Institute, The Chamber of Commerce of Philadelphia and the Junior Chamber of Commerce. The material which was used was taken from the series of film strips developed at Armstrong Cork Company and now published by McGraw-Hill Publishing Company, New York.

---

A NEW KIND OF MEDICAL EXPENSE INSURANCE has recently been adopted by the

majority of the employees with salaries above \$5,000 a year at the Pennsylvania Company for Banking and Trusts, Philadelphia. Charles W. Brooks, Personnel Officer, told me the details of the new policy. It is designed to take care of the very large expenses that come infrequently during a serious illness. The policy pays all costs beyond the first one hundred dollars up to a total of \$5,000. for each person in any one year. This is something like the \$100. deductible policy for automobile accidents. The cost is not small but it is surprisingly reasonable—\$6.70 per month for husband and wife.

CLEAR THINKING IS ESSENTIAL in personnel and industrial relations work. Clear thinkers are not too plentiful. "Bill" Winans is one of the few and it has carried him to the top. He has, for some time, been Vice President—Industrial Relations for Union Carbide and Carbon Corporation, one of the "big ones". Here, for example, is a sample of "Bill's" clear thinking:

#### SEVEN MAJOR OBJECTIVES OF INDUSTRIAL RELATIONS

1. To *recruit* and *select* persons best qualified to perform the work of the organization and *place* them in jobs which afford them opportunity to utilize their maximum capacity, to *achieve* maximum *job satisfaction* while earning an adequate livelihood, to *advance* in accordance with their ambition and ability, and to *develop* into a successful business team.
2. To *secure effective cooperation* of workers, with each other and with management, in operating a profitable and progressive business which will *sustain* good wages, safe and healthful working conditions and friendly relations within the Organization.

3. To develop cooperative *benefit plans* which combine the ideas and the purchasing power of the Company and the employees, so as to provide adequate financial protection against the normal economic risks of all workers to such extent as may be necessary and socially desirable in supplementing individual and Government provisions to help meet the problems which arise out of sickness, accident, unemployment, old age, and death.
4. To *prevent*, so far as possible, *accidents* and occupational diseases which cause suffering and hardship to workers and their families, which impair the efficiency of operations, and which increase costs.
5. To assist in making the Company a *credit to the community* in which it is located by contributing to the social and economic well being of the entire community, through furnishing stable employment that sustains a good standard of living among its workers, and through financial and personal support of community institutions and agencies.
6. To serve as a *liaison between industry, Government and the public* in the promotion and operation of activities which will increase the overall effectiveness of business as a constructive factor in the National economy.
7. Finally, to secure a clear *understanding* and acceptance by both workers and owners of Capital of their common interest and interdependence upon each other in our private competitive business system in America.

William H. Winans

*Ned Hay*

Supervisors will stay awake through an analysis of the labor contract if the new "buzz" technique is used. The author tells how, by dividing the conference into small groups and stimulating them to think for themselves, you can put your ideas over.

# The "Buzz" Technique in Training

BY HARRY E. BOYD, Senior Assistant Director

Personnel Department, Potomac Electric Power Company, Washington, D. C.

THE comparatively new "buzz" technique for setting questions for the speaker in large audiences offers an opportunity for a refreshing "new look" in supervisory conference programs. Our Foremanship Conference Program, now in its seventh year, presents, as a change from normal conference procedures, particular subjects which involve teaching rather than discussion. In a recent example, it was felt necessary to have a meeting on certain portions of the contract with the Union which were not being uniformly interpreted by all supervisors.

In order to avoid a straight two-hour session of instruction, we cast about for some method that would hold the interest of the supervisors and get the proper interpretations across. Our conferences are usually held in groups of about twenty supervisors. Actual attendance varies from fifteen to twenty-four, as supervisors, unable to meet with their own groups at specified times, fill in with other groups. There are fifteen groups in all.

Our problem was to obtain a better understanding of the contract itself and discuss some of the situations that had arisen. It was felt that the problem could be met by questions and answers plus discussion of particular variations that had cropped up at different times. The questions, of course, were easy. We simply combed the files and brought out the troublesome situations that had come up so frequently. Answers to these questions were drafted, citing Article and Section of the contract, plus some explanation of the reasoning behind the contract provisions. One interesting feature, disclosed in our preliminary work was that the supervisors knew they were required to do one thing or another because the contract said so. However, not having the benefit of the discussions and negotiations leading up to the particular provision, they were not always able intelligently to apply it when confronted with a slightly different set of circumstances.

## THE CONFERENCE IS DIVIDED INTO GROUPS

In our conferences, as in all others, there are people who hesitate to speak out before the entire group. Knowing that we had to bring them into the discussion, we decided that a variation of the "buzz" method was the answer. As each conference group met, the participants were divided into smaller groups of four or five individuals and placed in circles in different parts of the conference room. Each supervisor was given a mimeographed statement of facts and four or five questions involving application of the facts, dealing with various Sections of the contract with the Union.

The groups were then assigned questions to answer. The first small group was given the first question, the second small group the second question and so on. They were then told that they would be given ten minutes to discuss the question and arrive at an answer. Each group was told to select one of the group to act as spokesman to give the answer agreed upon. Copies of the contract were available for reference if needed.

All was quiet for the first few moments as the participants read the facts. A low hum of conversation began to spread through the room as the groups started discussion among themselves and argued out their answers. Usually an answer was reached before the ten minutes was over and the groups began considering questions assigned to the other groups. When the ten-minute period was up, the conference leader called upon the spokesman of the first group to give the answer to the question assigned to his group and a few words about the points considered in reaching the answer. When he finished, the spokesman for the second group was called upon and so on until all questions had been answered.

The prepared answers were then read and discussed. When all points were cleared up and thoroughly understood, the same procedure was followed with a different set of facts and questions.

All participants voted it one of the most interesting and constructive conferences they had ever attended and we felt that our purpose had been accomplished in a very painless way.

When you sit down to negotiate a new labor agreement you need all the help you can get. Here is a description of some useful devices that make it possible to do a better job of bargaining. They have been culled from the experience of an "old hand" at the union bargaining table.

# Planning the New Labor Agreement

By T. C. KENT, JR., Director of Personnel,  
Daisy Manufacturing Company, Plymouth, Michigan.

THE negotiation of a new labor agreement is a difficult business at best, and a few tools, found useful over the years by skilled negotiators may help others.

One of the better tools is a "contract notebook." For this use an 8½ x 11 notebook, pasting each paragraph of the contract on a separate page. Use each page for notes on difficulties connected with that clause: obscure meanings, uncertainties of application, findings of arbitrators, even the grievance settlements between Supervisors and committeeman, which eventually might affect policy. The notebook will prove a treasure when listing Management's views on changes needed in the Contract.

The Department of Labor's monthly magazine "The Monthly Labor Letter" is easily available and is an invaluable tool in wage bargaining. Area wage surveys are tremendously important, of course, but occasionally one's industrial neighbors, thanks to hefty arms contracts, have boosted the local hourly wage sky-high, while one's competitors, located in a different area, are paying a much lower wage. Table C-1 in the Monthly Labor Letter supplies the average hourly and weekly earnings of production workers in nearly all industries, for the past three years.

The Labor Turn-Over figures listed in Table B-1 of the same publication may assist negotiators in tightening absence rules; while those in Table B-2 will pin the turn-over figures down for one's own industry.

While obtaining the wage survey information in the local area, be sure to include wage figures for the *smallest* industries, in addition to those comparable in operations and number of employees to your own. They are likely to be well below the highest figures, helping to prove that your own company's wage level is near the average. Be sure the wage information you gather is correct. Very often, later

in the bargaining sessions, one of the Union negotiators will come up with the positive statement that the rate at the Glotz Company is a straight \$2.20 per hour. What he *doesn't* say is that this rate is correct, but only for, say, a small group of Glotz' skilled workers who happen to be his friends.

Many Companies have found it useful, at the first bargaining session, to present a list of "Company Demands," or counter-proposals, which are deemed important to the Company. They should, however, represent *reasonable* and *realistic* requests for changes in the Agreement, rather than mere bargaining exchanges.

Let the Union negotiators know you are seriously interested in the list of changes you present, and back them up with facts and figures. The bargaining Committee may scoff at statistics, but the International Representative or the Union Attorney will grasp their significance when it is pointed out, for example, that a badly-phrased seniority agreement has cost *everybody* money in lost time, and inefficiency of new operators. But be ready to prove your point.

#### AT THE BARGAINING TABLE

When Company and Union come together at the bargaining table, the chief Company negotiator should assume the chairmanship. Simply come in, begin the meeting, and *act* as Chairman. This gives Company negotiators considerable advantage in directing the course of later negotiations. If the Union challenges this assumed leadership, an agreement can be worked out whereby the chief Company and chief Union negotiators act as Chairman at alternate meetings.

Insist that an agenda be drawn up, and *adhered to* during the sessions to follow. See that everyone at the bargaining table has a copy. This puts the Company on safe ground when, later, some members of the Union committee may grow restive and spread the rumor that "negotiations aren't getting anywhere." It's easy to point to the record of accomplishment on the agenda.

Have each item on the agenda, when language is agreed upon, initialed by someone from each party, so that no loose ends are left hanging to cause arguments later in the sessions when everyone has forgotten *exactly* what was said. Many companies and their Unions, of course, use recording equipment or a stenographer for this purpose, but their use sometimes inhibits frank discussion of real issues, and is a tacit admission that neither party trusts the other!

Talk *average* wages, and stick to the facts. The International representative knows when you are talking facts, and the wage talks will take on a realistic tone. After all, the Union's research departments make the figures available to him, too. Some strategists will disagree, but in this era of stabilized wages many negotiators believe it best to place the wage issue at the top of the agenda. Settle it at once, if possible, so that bargaining on Union security, or the vacation issue, or seniority can be more realistic. Far too often, Company negotiators find themselves bargaining away cents-per-hour rather than accept a Union Shop.



Balancing the Union demand for wages, should be a Company proposal to increase productivity. But be careful of "productivity increases" based on the Union's statements concerning their widespread use. The oft-quoted statement that the productivity of the American Worker increases 2% or 3% per year is full of pitfalls for Management, which has itself increased his productivity through better methods, tools, and better materials! Proposals for the introduction of incentives, or of new time-studies on dubious operations are very sound bargaining ground; and very often a Union will accept a smaller wage increase rather than go through a long series of "He's-loafing; it's-a-speedup" arguments throughout the contract term.

Some companies have found it extremely useful to give the Union almost a free hand in the writing of the Seniority clause. Naturally, when there are a large number of relatively skilled jobs involving long training periods, "bumping" may involve a considerable cost item which Company negotiators cannot logically accept. But in many shops most can be learned in a very short time, and can be "bumped" at little expense.

"Putting the seniority problem in the Union's lap" has advantages which many companies fail to realize. If the Company can accept the premise that Seniority is a Union concern, letting the Union handle the bumps will often transfer from the Company the resentment of the employees who happen to be bumped!

And after all, though line supervision may be temporarily inconvenienced by bumping provisions, most Companies genuinely *want* to keep older employees on the payroll in times of reduced production.

Skilled negotiators know the local Union's politics. They know which members of the bargaining committee are ambitious for higher Union office; which ones are unlikely to be re-elected; what plant departments are exerting the greatest pressure at the bargaining table. The talk at the bargaining table will reflect these overtones, and the Company negotiators will know what weight to give the arguments of those who present them.

Some mention must be made of the importance of sincerity and integrity. The Union's negotiators, in order to keep their jobs, may occasionally be forced to distort facts or exaggerate conditions. Not so Company negotiators. And the Union respects the negotiator whose word is his bond.

How can a personnel director win the status necessary to do an effective job? The author of the following article suggests that the director can get the support he needs if he demonstrates his competence. By building sound relationships and doing a skillful job, he can command the backing he needs to do his work well.

# Status for Personnel Directors

By JOSEPH E. KING, Executive Director  
Industrial Psychology, Inc.

HAVING recently assisted in the completion of a three-year study involving some 312,602 employees in about 600 companies in virtually all fields, I thought it would be of interest to lay aside all our technical material and discuss some of our findings relating to personnel directors. The study probed every aspect of selection, placement and training of employees in industry. In carrying on the research, we noticed some interesting points about personnel directors which might throw light on the perennial topic: how can personnel directors acquire more status and authority?

First, let me outline some general findings of interest to personnel directors. Unfortunately, many managements have no clear idea of the nature of personnel work, and a few companies confuse personnel work with welfare activities and various paternalistic practices. They feel that personnel work is somehow luxury which contributes little or nothing to the welfare of an organization, and is simply an expense without making any contribution to cost reduction and improved operating efficiency.

However, on cost of labor turnover alone, the Foundation study found that every employee termination meant a minimum loss of \$250 to a company. In some companies where a good deal of employee training was involved, the loss to the company was as much as \$2,500 for every employee who left or was laid off. Multiplied on an annual basis, the yearly cost of labor turnover in some companies ran as high as \$100,000. And this did not include such factors as scrap loss, additional supervision, employee morale, lower quality and poor customer service. These, too, make themselves felt in the final profit and loss statement, however.

Poor selection and poor morale are often the root of these evils, but increased

From a paper read before the personnel division of the annual conference of the Foundation for Management Research December 17, 1951, Chicago, Illinois.

welfare activities are not the answer. Oen answer is more scientific selection, placement and training. The object is to build and maintain a working force which will be stable, productive and satisfied, and to insure union-management relationships which will be free from conflict. In short, sound personnel practice is designed to get the right kinds of employees, place them properly and handle them effectively.

### DON'T SHORT-CIRCUIT THE SUPERVISOR

Many personnel directors have not learned to safeguard the prerogatives and status of the line supervisors and as a result get no co-operation from them. This is unfortunate both for the supervisors and the personnel department, since they were often found to be working at cross-purposes. Sometimes the personnel department had not taken the line supervisors into its confidence, with the result that supervisors thought the personnel department was full of theoretical people without any clear-cut, practical ideas, or that personnel men didn't understand line problems and were too busy with paper work to talk to foremen. This, we found, often resulted from the personnel director's failure to explain his programs to the supervisors *first*—a very real and practical necessity.

In the main, in those plants in which we found that the personnel director had little status, two factors were present: (1) human relations were neglected by personnel directors themselves, and (2) the quality of personnel work was poor.

(1) For example, it was not uncommon to find personnel directors anxious to indoctrinate all supervisors with working principles of human relations methods to be used by them in dealing with their employees. Yet many personnel directors failed to *handle the supervisors* with the same studied, careful manner which they urged supervisors to use on employees under them. This failure appeared to cause much of the dissension between supervisors and the personnel department, and as a result gave top management an excuse for not centralizing authority for personnel policy in the personnel director.

Where the researchers found that the personnel director had the confidence of the supervisors because personnel programs were explained to foremen and department heads in advance and subjected to their criticisms and comments, there was little difficulty on personnel matters.

Our *first* conclusion on personnel directors stands out here: *for personnel directors to acquire respect they must win the confidence of the men with whom they work*—the supervisors and the department heads. This depends primarily on successful human relations.

(2) While human relations were important, they were not the whole story. In some instances we interviewed line foremen who spoke well of the personnel director personally, but added they weren't sure "if he knew what he was doing." In other instances, company heads were personally fond of the personnel director, yet doubted that his activities were worthwhile.

Extensive probing led to our *second* conclusion: *for personnel directors to acquire respect they must evidence an expert ability to select and place employees, and to recommend the right transfers and promotions.* Expert ability in job classification and evaluation, wage and salary administration, merit rating, union negotiations and labor relations, is also a part of the status building.

Where the supervisors and department heads were obviously satisfied with the work of the personnel department and respected its judgment, top management soon adopted that same opinion. The respect which top-ranking personnel directors enjoyed was based on their competence.

#### CONSIDER APTITUDES OF APPLICANTS

In some plants, we still found that personnel directors were concerned solely with hiring as many "hands" as possible, without considering aptitudes, productivity, stability, or anything else. At the other end of the scale were the plants where personnel directors "pinpointed" the worker, to find his exact physical and mental fitness and to see if he were emotionally adjusted to the requirements of the job. These latter plants were almost always the industry leaders, although not necessarily the largest in their fields. In nearly all of these, the personnel director had achieved status. In between were the great numbers of companies whose personnel work was sometimes good, sometimes bad, and the status of the personnel director varied directly.

All this emphasis on sound personnel practice is not a new craze. It is based on the repeated finding that the efficiency of workers tends to approximate the efficiency of the poorest worker in the group. In many companies where employees work on a group basis, the inefficiency of one or two will slow up the entire line. An incompetent worker is not only a liability to the company but a source of direct loss to the other workers in the group. Anything that improves the selection of employees, is valuable to everyone in a plant; employees and management alike.

Unfortunately, most selection methods are haphazard. Many personnel directors fail to realize that employee selection is *prediction* as to how the applicant will work out on the job. If the procedures used do not lend themselves to prediction, there is little point in using them. If no other improvement in a personnel department were possible, the use of aptitude tests for job applicants and for employees being considered for transfer, promotion or lay-off, would be a major step forward.

#### CASE HISTORIES

The personnel department of a company manufacturing precision instruments began using job-tests for the selection of new employees. When over a nine-month period, the personnel director was able to cut the training time of newcomers from 208 hours to 111 hours, top management began to take its personnel department more seriously.

In a large insurance company, all employees in the statistical department were

tested by job-tests. Those not showing the needed aptitudes for that particular work were transferred to other departments where they could be more useful. New employees were brought into their old clerical positions. Within nine months, the company found that the same number of 162 statistical clerks were now turning out approximately  $1\frac{3}{4}$  times as much work with no increased labor costs. Here too, the personnel department came in for praise.

Another company, a large manufacturer of pumping equipment, tentatively used job-tests on all new, semi-skilled machine operators being hired for short-cycle, repetitive jobs. The test results, however, were not used in the hiring decision, according to top management decision. After a year of testing employees on these jobs, the company found that had they hired on the basis of the job-test results, they would have saved themselves \$40,000 in labor turnover. Many of the prospective employees who had had low scores on the tests and were hired anyway for this work, left within the year. Here too, the personnel department was given authority to institute widespread testing.

This may go far to help personnel directors in the quest for recognition, since it will considerably narrow the guesswork in employee selection and promotion, and hence build respect for the personnel department both in the front office and the shop.

The problem of recognition for personnel directors is one which can be solved today within the plant. There is no need to wait for that hoped-for time when every man's contribution to a company will be honestly assessed and he will be given his proper place in the company hierarchy.

In the main, the solution lies with the personnel director himself. He must learn to *merit* the confidence of supervisors which in turn depends upon his own performance. If he does a good job recognition will not long be held from him.

## About the Authors

*Harry E. Boyd* works in labor relations, wage and salary administration and personnel research at the Potomac Electric Power Company of Washington, D. C. He has worked in a number of departments of the company, joining the Personnel Department when it was organized in 1944. He has a degree in law from the Washington College of Law. Another article by this author appeared in May 1950.

*Thomas C. Kent* is a graduate of the University of Detroit and has been a staff lecturer in Personnel Administration at the University of Michigan. He has had a varied experience in personnel work since leaving college and served in the Navy during the war. He wrote an article on Employment Application in March 1951.

*Dr. Joseph E. King* is an industrial psychologist, executive director of Industrial Psychology, Inc., Chicago. He is well known for his work in personnel testing, and is the author of the Factored Aptitude Series of Business and Industrial Tests. During World War II he was a captain with the Air Forces Aviation Psychology Program.

Here is the story of a career which is typical of our industrial age. Believing that human relations is a vital factor in industry, he dared to invite union time-study men to set pay rates, and was once employed solely to criticize his employer. The story of Wade Shurtleff is a challenge to everyone interested in personnel.

## From Labor Editor to Industrial Relations Director— Wade E. Shurtleff's Story

THREE years ago Wade Shurtleff was talking before a group of industrialists on the subject of human relations. In the audience was Louis B. Seltzer, editor of the Cleveland Press, referred to by Life Magazine as "Mr. Cleveland." The following day there appeared in the Press a signed editorial by Seltzer, giving his reactions to the talk he had heard.

"The speaker was young, alert, able, and was dealing with an extremely complicated subject in such a way as to bring his audience all the way to him—a gift whose possession is not always enjoyed by men much his senior in years and experience," Seltzer wrote.

"But he was doing it because he knew his subject—men on the assembly lines in the big factories, and the managements of big corporations. To make himself an expert in the field of modern industry had been his ambition from early in life. He had studied for it, had debated it, lived it, worked it, and now he was the industrial relations director of one of the nation's largest plants, the Willys-Overland jeep-makers in Toledo.

"In his audience were many who had spent a life-time in America's factories. They listened, and they, like myself, learned something new—the viewpoint of a vigorous, up-and-coming, hard-hitting young man, squarely on the beam of his generation, with the vision, insight, and realism which are making him an outstanding success in his profession he so earnestly believed was so important in a modern and intricate world of machinery and men."

In another part of his editorial, Seltzer recalled that "when Wade Shurtleff was a small boy he used to come to the Press office. I would talk with him. Even then, at 10 and 12, he was fascinated by the way an office worked, and why, and how decisions were made affecting people, and how much voice the people had in the affairs of a big place like the Press."

Shurtleff never lost his zest for learning about people. At Ohio University he took practically every course the school offered in labor relations, economics, and sociology. His summer vacations were spent doing field work. Intrigued by the controversy over the Tennessee Valley Authority, he hitch-hiked throughout the valley to find the answers. Another summer found him at a Quaker work camp in Mississippi where he and other students hoed cotton themselves to understand better the plight of share croppers. When the Harlan County coal trials were held in Kentucky in the latter thirties, Shurtleff was an interested observer in the courtroom. He picked cherries, worked at a summer resort, and went through coal mines.

#### EDITOR OF A LABOR PAPER

He was determined to get more than an academic knowledge of labor and government. Upon graduation from Ohio University in 1939 he became the editor of a labor paper. Then he won an appointment to the National Labor Relations Board, and also found time to include in his experience short terms in such varied occupations as civil service examiner and even as sweeper in a large Cleveland factory.

In 1942, Shurtleff was made Assistant Director of Personnel of the Apex Electrical Manufacturing Company, Cleveland manufacturers of electrical appliances, which at that time had three plants and approximately 3000 employees. Clevelanders could tell you that labor relations at the Apex plants left much to be desired. In 1941 the International Association of Machinists climaxed a bitter dispute at Apex by striking. The men went back to work after seven weeks, but employee relations continued to grow worse, and productive efficiency hit an all-time low.

After six months with the company, Shurtleff was appointed personnel director. From that day on interesting things happened at Apex. Turning point in the employee relations came with the introduction of a standard-hour incentive plan in 1943. This may not seem unusual, until you learn that the union nominated ten of their hourly-paid production workers who, at company expense, were trained in time-study procedures. These union time-study men set the rates. There are no company time-study men.

Commenting on the plan, the labor editor of a Cleveland paper stated that the idea of having the union time its own jobs is "as unorthodox as if, in law enforcement, a policeman should invite his prisoner to hold the gun." And a writer for the New York Times commented that "some of the practices cause head-scratching among employers more concerned with safeguarding management's right to manage." But experience proved that Shurtleff's thinking was both sound and practical. Let's look a little further to see the results of such thinking.

As might be imagined, Shurtleff is idealistic. In talks he gives to various business groups, his audiences usually do a double-take. At first they are prone to be critical of him as being too optimistic and unorthodox in his approach to personnel problems. Strangely enough, by the end of his talks it is not unusual for them to feel he puts too much emphasis on relating good human relations to the profit and loss statement.



"When you tie personnel work to dollars-and-cents you are talking the language of top management," Shurtleff told American Management Association's personnel conference a year ago, "and it is often astounding how quickly top management pays increased attention to personnel matters which theretofore had seemed merely of academic interest because they were not thought of as cost factors."

### GOOD PERSONNEL WORK SAVES MONEY

In Apex's case, for example, he is quick to point out that not only have extremely good employee relations resulted from their unusual plan—but they have paid off for management. Average hourly earnings at Apex in 1941 were 90¢ an hour. By 1949 average hourly earnings had climbed to \$1.95—an increase of 117 per cent. During this same period of time, the direct labor hours per unit (a conventional wringer clothes washer) went from 4.26 hours down to 2.86 hours—a decrease in labor hours per unit of 33 per cent. However, despite the 117 per cent increase in earnings, the direct labor unit cost rose only 46 per cent.

Shurtleff left Apex in 1946, at the age of 28, to become Director of Industrial Relations and Personnel of Willys-Overland Motors, Inc., Toledo, Ohio. Brought in by James Mooney, former vice-president of General Motors and new president of Willys-Overland, Shurtleff was given free rein to reorganize the personnel department. A noticeable improvement in labor relations occurred. "Under their leadership," commented the Toledo Blade newspaper, "Willys-Overland showed much more concern for the economic welfare of the whole community and its employees than it had done for years."

Handling employee relations in a firm employing more than 10,000 employees, most personnel executives will agree, is a pretty big job in itself. It was. But still Shurtleff found time to write several books and articles on labor relations, and to publish and edit a widely-circulated and quoted weekly labor letter called "Labor Trends and Policies."

Upon leaving Willys, Shurtleff went to Washington where he served as Associate Editor of the Bureau of National Affairs, Inc. This position was a direct result of his labor letter. Earlier in the year he had written a highly critical article on labor services. The criticism drew barbs from several publishers of materials for personnel people. But not from BNA. Instead, they packed their vice president on a plane and sent him to Toledo to see if Shurtleff had any more criticisms which he hadn't voiced. Also, to offer him the position of Associate Editor.

Actually, Shurtleff claims, his title should have been "chief criticizer." "They told me," he says, "that I would be an asset to their organization—that is, so long as I remained in a highly critical mood 24 hours a day. And, of course, suggested ways of bettering their services. It was one of those jobs you dream about—getting paid to raise hell with your employer."



This, of course, was not the whole story. BNA had appropriated a considerable sum of money to undertake extensive research in the field of foreman training and other related subjects, with the idea of supplying services in these fields to its clients. Shurtleff coordinated this program and helped lay the groundwork for BNA's subsequent publishing of materials for foremen.

Last year he left BNA. Every job, he points out, has its occupational hazards. In the case of BNA, he says, "I just got to the point where I couldn't find anything to criticize."

### BACK TO INDUSTRY

Shurtleff returned to his hometown, Cleveland, where he was appointed Director of Industrial Relations of the Standard Products Company, an automotive parts manufacturer with a string of plants across the country. President of Standard Products is Harry D. Myers, a young aggressive executive formerly with Thompson Products of Cleveland. "With us," he told Shurtleff, "you can do the things most personnel men only dream about."

"To work with a president with the outlook and philosophy of Mr. Myers," he wrote a friend last June, "is a real challenge. I'm going to live with this job 24 hours a day. In addition, I don't plan to get involved in any outside activities—so you probably won't be hearing much about me."

"Glad to hear that you are dropping your strenuous outside schedule of activities now that you are back in Cleveland," his friend replied a couple of months later. "Noticed, however, that you spoke before the Silver Bay Conference, accepted appointment as an industry member of the regional Wage Stabilization Board in Cleveland, accepted an appointment to the Personnel Advisory Board of the NICB, have a new book coming out soon, are scheduled to talk before the AMA Personnel Conference in Chicago, and a few other sundry activities."

During the last ten years Shurtleff has taken only two weeks vacation. Odds are that he will keep about the same batting average during the next decade.

*continued from page 80*

**PERSONNEL:** 8½ years practical experience includes employment, employee relations, classification, salary administration, testing and counseling. M.A. Guidance & Personnel Administration. Age 32, married. Will relocate 250 mile radius of New York City. Salary desired over \$5000. Resume on request. Reply Box 176.

**PERSONNEL OFFICER:** Assistant; employee relations. Male, age 33, married, WWII. ASTP Advanced Personnel Psychology; M.A. psychology; Varied experiences, Vocational Advisor. Clinical Psychologist. Personnel, Federal Government. Wish opportunity in progressive private industry. Will relocate. Resume. Reply Box 177.

**LABOR RELATIONS:** Attorney. Two years' experience in negotiations, arbitration, contract writing, NLRB, Wage and Hour, wage and salary administration and stabilization. Seeking position in New York City industrial area. Age 28. Present salary \$4000. Reply Box 178.

**ASSISTANT TRAINING DIRECTOR:** Heavy experience in supervisory training, using conference role-playing and case discussion methods. Able to analyze needs and adopt material. Additional experience in interviewing and placement work for large university; college graduate; age 48; prefer Metropolitan New York area. Reply Box 179.

## The Essence of Personnel Administration

By Eileen Ahern

It is important to take time out, occasionally, from *what* we are doing and how we do it, so that we can consider the *whys* of personnel administration and consider the whole setting in which our work is done. Such investigation and reflection enable us to modify our methods, discard what is not working out well, and experiment a bit with something new. If we can give attention also to what others think about the problems encountered we may even find some of our attitudes toward personnel management changed. The result should be that we perform specific functions more critically and with more insight.

Good material for such inventory-taking exists in numerous periodicals, conference proceedings, research reports and of course in many books. It is not easy, though, for a busy personnel executive to compile a selective list from such scattered sources for himself. Fortunately, discriminating collections are published in book form from time to time. A recent one is *READINGS IN PERSONNEL ADMINISTRATION*. Edited By Paul Pigors and Charles A. Myers. (New York: McGraw-Hill Book Co. 477 pages. \$4.50). This new book by the authors of *PERSONNEL ADMINISTRATION—A POINT OF VIEW AND A METHOD*, which was recently reviewed in *PERSONNEL JOURNAL*, represents an excellent selection of readings for the practitioner in the personnel field. It emphasizes the broader problems and some limitations of modern personnel administration. It includes also some criti-

cisms and doubts voiced by union leaders such as Solomon Barkin of CIO's Textile Workers Union and William Gomberg of the International Ladies Garment Workers, AFL.

Substantial in themselves, many of the papers in this volume will no doubt lead readers to the books from which they have been selected. Some deal with research still in progress. Others appeared as articles in *PERSONNEL JOURNAL* and similar publications, and quite a few were published in less easily available journals.

A considerable amount of this material already will be familiar to many personnel executives, but hardly anyone will fail to find many chapters containing something that is new to him. In addition, probably most readers will get something extra out of having this material collected in one volume. In this way it facilitates, and even invites, comparisons. The editors have arranged the selections in six major sections, each prefaced with an Introduction written by themselves, thus unifying the papers of the several authors. The main sections are: I. Nature and Scope of Personnel Administration; II. Analyzing and Handling Personnel Problems; III. The Foreman: His Place and His Problems; IV. Building and Maintaining Work Teams; V. Wages and Work Assignments; VI. Employee Services and Programs.

Out of about 45 papers included in this book, 20 were written by experienced businessmen. Represented, for example, are

Thomas G. Spates, Lawrence A. Appley, Walter Dietz, Alexander R. Heron, L. Urwick, James C. Worthy, Glenn Gardiner and Herman W. Steinwerth. Among the social scientists who contribute to the volume are: F. J. Roethlisberger, William F. Whyte, Alex Bavelas, Douglas McGregor, Benjamin Selekmán and others.

The line of thinking developed in the six sections into which the authors have organized their material may be outlined as follows:

1. Personnel administration *is* management because it is getting results through and with people. It is neither a solo job nor purely technical. It is a partnership between representatives of line and staff officials. Where employees are organized, it includes working with union leaders to stimulate and develop employees in pursuit of organizational goals.

2. In order to do this effectively, leaders at all levels need to understand how organization parts and wholes are related. Such understanding can be shared by effective communication and by expert listening. Each communication can be interpreted as a symptom of morale. Thus each contact can be used as a fresh opportunity to improve the quality of human relations.

3. In personnel administration, the supervisor is a key man. He has vital responsibilities for human relations. In order to meet them, he needs certain innate qualities as a leader. He also needs preparation, continuing development, sound organizational policies to guide his decisions, and strong support from higher management.

4. Relationships within each small group (within management, the union and among the rank and file) should be characterized by team spirit. When this quality exists, then teamwork can gradually be developed. Each step in the employment process and every contact by management representatives and union leaders can be directed toward this goal.

5. One specific way in which management can encourage team spirit is to *develop a sound wage and salary structure*. This can give tangible evidence that the company itself has a high standing in the community. It can also show how each job "rates" in relation to all other kinds of jobs within the company itself. In determining wages and setting work assignments, management can benefit by the thinking and experience of union leaders. Without such cooperation, sound decisions and effective two-way communication throughout the company cannot be achieved.

6. Nowhere is the personnel point of view more needed than in integrating two matters that are commonly treated as separate or even conflicting goals: meeting the human problems of employees and the production problems of management. Both are matters of common concern to workers and managers alike. This is because all these people are members of one working community, which was built for a common set of purposes. Effective personnel administration *releases* energy, stimulates development, encourages teamwork, and helps with human problems. Under these conditions, employees are more willing and better able to make their maximum contribution toward the technical aims of lower costs and increased production. Such aims are then seen not as management demands, but as goals for all organization members.

It is really of great interest that the editors can make these six points, based on the main drift of the papers they include in this collection. There is much agreement among the various authors and this is encouraging, for it points to recognition and acceptance of some principles in personnel management. There is considerable disagreement, though—especially so in actual practice. This collection of readings is an excellent one, bound to be stimulating to the personnel executive as well as informative to the advanced student.

# Other Recent Books

**ADMINISTRATIVE ACTION**—The Techniques of Organization and Management. By William H. Newman. Prentice-Hall, Inc. New York, 1951. Price \$4.75. pp. xi, 483.

"The purpose of this book is to help improve the effectiveness of executives in modern enterprises," is the author's succinct statement of his own intention. And this intention he fulfills in a clear and vigorous way within the frame he has set for himself. This frame includes analysis of ways and means under the categories of planning, organizing, staffing, directing and controlling.

The debt to Frederick W. Taylor is thus acknowledged to be a real one. Yet the ground covered goes beyond the Taylor thinking without, however, including as much of the social psychological contribution of the last two decades as might usefully have been added.

This book is admirable in its lucid exposition, useful alike for student and executive. My major critical comment is that in a book of close to five hundred pages, the author devotes only sixteen pages to "Motivation" plus an all too brief final chapter on "Putting Administrative Principles to Work." It would seem to me that present outlooks on these matters would suggest the need for a greater infusion throughout the text of concern about how and why people are to be brought to do that which is known to be good practice. The literature on the what of management will continue to be copious. But the whys and the hows in behavioral terms will remain to challenge and elude us.

I am all for what this book succeeds

in doing. I have, however, a real question as to whether it should not have attempted more.

Ordway Tead

**INCENTIVE MANAGEMENT.** By James F. Lincoln. Cleveland, O.: Lincoln Electric Company. 262 pages. \$1.00.

This low-priced edition of an important book on successful management-employee relations will acquaint a greater number of personnel executives with Mr. Lincoln's remarkable achievement. Not every company, for diverse reasons, would be able to do what the Lincoln Electric Company did. To some extent, though, many more companies could apply some of Mr. Lincoln's methods—and his point of view. Mr. Lincoln believes that what is good for management is good for the employee, too, and for the government. Handicaps placed on management weaken industrial leadership, and if carried far enough, will discourage it to the disappearing point. The union, Mr. Lincoln says, cannot take the position of "more money for less production" but must lead employees to see that productivity by them and skillful direction by management are the sound ways to obtain a better standard of living for all. Other people have said these things of course. The difference in hearing them from James Lincoln is that he has put them into practice. It is a long, long time since there has been anything like a strike at his company. The machinery industry has an annual average increase in productivity of 2.74 per cent. At Lincoln Electric Company the rate has been 15.35 per cent per year!

**HUMAN RELATIONS IN ADMINISTRATION: THE SOCIOLOGY OF ORGANIZATION.** By Robert Dubin. New York: Prentice-Hall Inc. 573 pages. \$7.35.

This book makes an excellent text for students because the choice of material is first-rate and the book contains 185 pages of case material. These cases augment and illustrate the papers that appear in the front section of the book. There is a well-prepared index of 8 pages. For the experienced personnel practitioner, the cases are of less interest than the selected readings that precede them. These come from a variety of periodicals, including foreign ones. Some, but by no means all of these selections no doubt will be familiar to the average reader in the field. The special merit of the book, apart from the case material, is the way in which the author has arranged the material and tied it together with his own comments in order to bring a difficult subject to the reader.

Titles of a few of the papers are: Unofficial Union Management Relations; Organization Frictions; Organization as a Social System; Bureaucracy, Power and Authority; and Control and Communication.

**PSYCHOLOGICAL ANALYSIS OF ECONOMIC BEHAVIOR.** By George Katona. New York: McGraw-Hill Book Co. 347 pages. \$6.00.

Dr. Katona is Program Director of the Survey Research Center at the University of Michigan which has done so much work of importance to personnel management (including Dr. Rensis Likert's investigations in the Prudential Insurance Company). Dr. Katona is also Professor of Economics and Psychology at the University. This book is the result of many years work, en-

couraged at various times by grants from the Carnegie Corporation and similar sources. Its theme is this: Economic processes stem directly from human behavior but this simple and important fact has not received the attention it should in modern economic analysis. The author believes that both economics and psychology must be used in order to understand the behavior of consumers and businessmen. Yet to understand this book it is not necessary to be familiar with both these subjects. The author has endeavored to present psychological principles so that they will be understandable to readers whose background is primarily economic, and, similarly, he aims to present economic principles so that they will be understandable to those whose background is in psychology. Dr. Katona, in fact, addresses his book to the general public as well as to the expert. We think it will be of wide interest.

**INCREASING PERSONAL EFFICIENCY.** By Donald A. Laird. New York: Harper & Brothers. 293 pages. \$3.50

Just published in April, this is an expanded edition of a book that has been widely popular for over 25 years. The book has been revised to bring it up-to-date with developments since it was first published. It is cleverly organized to provide exercises in self-development. For example, the author urges the reader to read only two chapters a week, spending a certain amount of time in between on the *Personal Progress Pointers* at the end of the chapters. Directed to the individual, the book deals with efficient living at work, at play, and in the home. Apart from personal interest, it could be useful to personnel workers who do counselling or who have responsibility for training employees.

# Personnel Research

*Faking Personality Test Scores in a Simulated Employment Situation.* By Alexander G. Wesman, The Psychological Corporation, New York City. *Journal of Applied Psychology*, Vol. 36, No. 2, April, 1952, 112-113.

Industrial psychologists have found that personality inventories are ineffective because of the possibility of faking the responses. In many cases the applicant can see through the item and give the appropriate response. This brief article gives dramatic evidence on this point. The data were collected in the course of a teaching demonstration. The author gave the Bernreuter Personality Inventory to a group of 85 students with these instructions:

"I want you to pretend that you are applying for the position of salesman in a large industrial organization. You have been unemployed for some time, have a family to support, and want very much to land this position. You are being given this test by the employment manager. Please mark the answers you would give."

A week later the same inventory was distributed to the class with the following directions:

"You are now applying for the position of librarian in a small town. You need the employment to support your family and meet financial obligations. Please mark the answers you would give."

Both administrations occurred before there was any discussion of personality measurement in the class. A table is given showing score distributions obtained from the two administrations of the test for one of the measured traits—Self Confidence. There is practically no overlapping between the groups. Almost anyone would conclude that they represented two quite different

groups of people. This demonstration is admittedly artificial because the subjects are not applicants but students pretending to be applicants. The results, however, do point up very sharply the susceptibility to faking of personality inventory tests.

*Reading Abilities of Business Executives.* By Carol S. Bellows and Carl H. Rush, Jr., Personnel Research Center, Wayne University. *Journal of Applied Psychology*, Vol. 36, No. 1, February 1952, 1-4.

Quantities of reading materials come to the attention of business executives every year. Many complain that they haven't time to read one-tenth of all they would like to read. One method of attacking this problem is to try to improve reading skills. Training in silent reading skills was given to about 150 executives in two industrial plants, two banks and two stores. Meetings were held once a week for ten consecutive weeks. Each period was 1½ hours in length, and was spent by giving a speed check, by discussing reading skills, and by doing various pacing exercises. Objective tests given at the beginning and end of the ten weeks indicated that statistically significant improvement in reading skills took place as a result of the reading course. Gains in rate of reading were greater and more significant than gains in vocabulary. The findings suggest that business executives can increase their reading rate significantly.

*Readability of Union-Management Agreements.* By Joseph Tiffin, Purdue University, and Francis X. Walsh, S.C. Johnson & Son, Inc. *Personnel Psychology*, Vol. 4, No. 4, Winter 1951, 327-337.

The readability of 59 union-management agreements was studied by applying the Flesch formula. The range of readability

scores obtained indicated that such agreements can be stated simply in language that can be understood by the rank and file of workers. The agreement should be an instrument of communication if it is to serve its true function. That understanding these agreements presents a problem is shown by the fact that at least one company has set up a training course to improve the understanding of the agreement provisions.

The mean reading ease score of the 59 agreements studied indicated that they were at a level requiring high school or some college education. The grievance clauses, which are of particular interest to the ordinary worker, were found to be at a level requiring college education.

The article describes the methods used in selecting the union-management agreements, the sampling procedures and the application of the Flesch formula. There was a tendency for the readability scores of agreements to approach the more difficult end of the scale as the number of members covered by the agreement increased.

"As Flesch has pointed out: 'Simply worded contracts could be instruments of healthy, peaceful industrial relations; but the involved polysyllabic agreements we now have, may, and often do, lead to misunderstanding, bad feelings, friction, unnecessary grievances and, ultimately, strikes. Besides, the people most directly affected by them—the employees—don't know what they mean.'"

References to statutory law or court decisions must be written in legal language, but the rules and principles which apply to the behavior of workers might reasonably be expected to be written at an easily understandable level.

*What Research Should Industrial Psychologists Do?* By A. Q. Sartain, Southern Methodist University. *Personnel Psychology*, Vol. 4, No. 4, Winter 1951, 321-326.

This is a thought-provoking article about the increased interest in the human

relations aspect of the field of business and industrial management. A review of articles in psychological journals indicate that industrial psychologists have done little research on the relations between the worker and his bosses. Sartain believes that most of what is called industrial psychology deals with "fringe issues" and problems of a secondary sort. The familiar methods of psychology have dictated the kinds of research that is undertaken. The problems that are really important cannot always be dealt with neatly by statistical methods. The writer gives many examples of problems that need investigation and of unanswered questions that should be fruitful areas for research. While the psychologists are dealing with less crucial matters, management must make decisions. He feels that industrial psychologists could be of real help in solving some of these problems if they would turn their attention to them.

*Prediction of Department Store Sales Performance from Personal Data.* By James N. Mosel, The George Washington University. *Journal of Applied Psychology*, Vol. 36, No. 1, February 1952, 8-10.

This study was made in a large department store employing about 4500 persons. "Selling cost per cent" was chosen as the criterion of sales performance. On this basis the best and the poorest sales clerk in each of the 85 departments of the store was selected from those who had applied for employment during 1948. These two groups of 85 were then compared. Of the 42 items of information submitted by the applicant at the time of employment, 12 proved to distinguish between the two groups at the 5% level of confidence. The first three of these factors were age, years of formal education, and years of previous selling experience. When applied to 100 present employees, total weighted personal data scores showed a substantial relationship to selling performance. Applying the results to this second sample served as a cross-



validation check. A previous study in the same company has shown that personal data could satisfactorily predict job tenure.

*Validation of a Correspondence Aptitude Test.* By Philip H. Kriedt, Prudential Insurance Company, Newark, New Jersey. *Journal of Applied Psychology*, Vol. 36, No. 1, February 1952, 5-7.

This article describes the construction of a test which attempted to measure in a fairly direct manner aptitude for writing clear and tactful business letters. For each of 48 business situations requiring a letter, three short paragraphs were prepared differing in brevity, clarity and tone. The individuals taking the test were asked to rate the paragraphs. Three different criteria were used in keying this test, including the rating of clerks by supervisors and the job level of these clerks. An analysis of the final items rated by the key as best indicated that (a) cordial and friendly paragraphs are preferable to cool and disinterested ones, (b) customer-centered replies are preferable to company-centered ones, and (c) positive replies are preferable to replies which have a negative emphasis. The authors conclude that "a variety of independent methods of evaluation all indicate that this test probably has a moderate relationship with the ability to write clear and tactful correspondence and also with success as a correspondence clerk." The study will be of interest to those who are constructing tests for a specific purpose because of the description of the methods used in validating the test.

*Matching Men to Job Requirements.* By Harold F. Rothe, Stevenson, Jordan & Harrison, Inc. *Personnel Psychology*, autumn, 1951, Vol. 4 No. 3 pp. 291-302.

This paper describes a method of matching the personal qualifications of supervisors at the higher levels to the demands of their jobs. The first step was to obtain an accurate picture of the jobs. On the basis of several hundred interviews with

supervisors a list of six basic operations performed by them was compiled. These six managerial operations are:

- (1) Plan an activity,
- (2) Decide to do, or not to do, a certain thing,
- (3) Organize and delegate,
- (4) Communicate the program to the organization,
- (5) Lead the organization toward the goal, and
- (6) Analyze the progress toward the goal.

Three of these are largely intellectual (plan, communicate and analyze) while the other three are predominantly personality characteristics (decide, organize, and lead).

Job complexity profiles were drawn up for each job by analyzing each of the six factors listed above into its constituents. The person who holds this job, or who is being considered for the job, is then evaluated by the psychologist, and his qualifications may be tested or rated on the same six factors. The profile for the man can then be matched with the profile for the job. The paper gives several interesting examples of how this works out in practice.

Mr. Rothe believes that this procedure represents a real advance in the application of psychological methods. The psychologist's evaluation of a man is usually far more refined than is his knowledge of the job the man holds, or will hold. Norms for jobs must be developed, and a first step is to analyze jobs into operating aspects.

*A Note on "Simplification of Flesch Reading Ease Formula".* By George R. Klare, The Psychological Corporation, New York City. *Journal of Applied Psychology*, Vol. 36, No. 1, February 1952, 53.

This note and the two short articles which follow it continue the discussion of modifications of Flesch's reading ease formula. Mr. Flesch defends his original formula and claims that the simplification which has been suggested is a step in the wrong direction. Those who are making



extensive use of the Flesch methods of rating difficulty of reading materials will probably wish to follow this discussion in detail.

*How Readable are Employee Handbooks?* By Cosimo Carlucci and William J. E. Crissy, Queens College. *Personnel Psychology*, Vol. 4, No. 4, Winter 1951, 383-395.

The factors included in this study of employee handbooks were: reading ease, human interest, attractiveness of external and internal layout, content and typography. Twenty-three handbooks from seventeen of the largest corporations in the United States were investigated. These largest corporations were chosen because they employ a large number of workers and internal communication is vital. And also, they were presumed to have the most adequate facilities for handling such problems.

Eleven of the corporations furnished information about the educational level of their employees. The Flesch formulas used in estimating reading ease indicated that six of the eleven corporations were writing their handbooks "over the heads" of a large segment of their employees.

The handbook, in general, covered far fewer topics than would be considered desirable in the light of the recommendations of the American Management Association. Perhaps one of the most useful parts of this report is a check list of 25 points which was used in making the content analysis of the handbooks. Anyone who is responsible for planning or revising an employee handbook would do well to consult this article.

*Influence of "Plain Talk" on AMC Communications.* By Arthur O. England, Headquarters, Air Materiel Command, Dayton, Ohio. *Journal of Applied Psychology*, Vol. 35, No. 6, December, 1951, 381-382.

In the June 1950 issue of this same journal the author reported on a campaign to increase the readability of publications

of the Air Materiel Command. This is a brief note to report the improvement in various AMC publications a year later. The author illustrates the saving in dollars and cents that is made by increasing the reading ease of directives that must be read during the working day. The campaign is still going on and one of the new developments is a film strip entitled "The Key to Plain Talk" which has been prepared for distribution. A "plain talk" dictionary is now in experimental form.

*Clerical Testing In Banks.* American Bankers Association, 12 E. 36th Street, New York 16, N. Y. 1952, \$3.00, 65 pp.

This is the report of a study conducted over a period of more than two years by the American Bankers Association under the direction of William Powers, Deputy Manager. The technical work was carried out by The Psychological Corporation under the guidance of Drs. George K. Bennett and Harold G. Seashore. 126 banks cooperated in the program and test scores were obtained from more than 30,000 job applicants. The report outlines the role of tests in selection and placement; it discusses the qualities of a good test; describes the requirements for administration of a test program; and then describes the methods used in this program. Much space is devoted to two tables of norms and to describing those tests which were found useful. One chapter is devoted to a description of validation studies which were carried out in a number of banks. Actual results are reported, indicating that a number of different test batteries were found efficient in predicting success among clerical applicants. The report will repay careful study by anyone interested in the problem of test selection and placement, since much of the work done by bank clerks is like clerical work everywhere. The success of this impressive study is due to the vision and persistence of Mr. Powers who has succeeded in proving to many banks that the proper use of tests will improve clerical selection and save money for the employer.

# Across the Editor's Desk

## With the Personnel Association

THE CONNECTICUT PERSONNEL ASSOCIATION held what they call their Second Annual Conference at Yale University in New Haven on March 27th. Actually the Association is an old one but this is only the second state-wide personnel conference. It was attended by Connecticut industrialists from every county but one and by people from many other states—including your Editor and Assistant Editor.

The Conference was well organized and went off smoothly and on schedule. The President of the Association is Harvey R. Bowman of Dictaphone Corporation, Bridgeport. The speaker at the evening session was Charles K. Woodbridge, President of the Dictaphone Corporation. His topic was "Human Relations Is Our Business", and it was a human and homely explanation of his philosophy in business management which has produced the considerable success which his Company has enjoyed and the great respect in which he himself is held.

Chairman of the morning session was Robert I. Metcalf of Winchester Arms Company who is past president of the Association. The welcome address in the morning was delivered by Dr. Hudson B. Hastings, Chairman, Department of Industrial Administration, Yale University, on whose premises the session was held—Strathcona Hall. I don't know it for a fact but I presume that Strathcona Hall represents the gift of Lord Strathcona of Canadian Pacific Railway fame. I saw some railroad figures and some decorations on the windows, which supports my guess. It was an ideal place to hold a conference of this kind, attended by more than 400 people.

The morning was mostly devoted to a panel discussion under the descriptive title "Present Practices Which Improve Human Relations". Members of the panel session

gave a splendid performance which held everyone's attention throughout the session. On the panel were J. J. Morrow, Chairman of the Pitney-Bowes Company, Stamford; Ellsworth S. Grant of the Allen Manufacturing Company, Hartford; A. J. Bergfeld a partner in the management consulting firm of Stevenson, Jordan and Harrison; and Warren L. Mottram of the R. Wallace and Sons Manufacturing Company, Wallingford. Each member of the panel gave a short talk on some aspect of the topic. While he was speaking ushers circulated through the room gathering written questions. The best part of the meeting was the replies to these questions and the discussion which accompanied them. Mr. Grant answered a question dealing with personnel policies in the course of which he said that his own Company, in conducting attitude surveys among the employees, gave them an invitation to make suggestions which could later be incorporated into their written personnel policies. They found this most effective. Warren L. Mottram in the course of replying to a question about union agreements, said that they regarded it as very important that everyone who participated in the administration of a labor contract—the foremen in particular—should be acquainted with its provisions and should receive the benefit of experiences of others in the course of the administration of the contract throughout the year. At discussions with the union on the renewal of the contract he said his Company always arranged to have several foremen present although not taking an active part.

Mr. Bergfeld spoke of the quandary the foreman finds himself in today. So many plans are being put into effect which are being administered by someone else such as the job evaluation program, the

safety system and others. He pointed out the importance of having the foreman feel that he was still a foreman and giving him some part in the planning and introduction of these programs. He also thought it important to have the foreman realize that he was not being supplanted by these programs but that they were being installed to lighten his own load and to give him more time to devote to his primary job—getting out the production. Mr. Morrow, as Chairman, made wise selections of questions and kept the meeting in full motion at all times.

The afternoon was devoted to three sessions. The first one was a talk on the selection of supervisors in the Standard Oil Companies which are affiliated with the Standard Oil of New Jersey. The talk was by Dr. Edwin R. Henry who is in charge of personnel research in the New Jersey Standard Oil. He devoted most of his time to an explanation of some of the things that have been done in developing tests for the selection of men to become foremen. He told of the success that they had had. In passing it is interesting to know that three types of tests of the many tried proved valuable. One of these is a personal history with weighted items. The second was a judgment test developed by Dr. Henry and his associates and which is an outgrowth of some work done in the army during the wartime. He commented that the familiar types of intelligence or mental ability tests did not do as well as the judgment test and contributed nothing additional. The third test was the Kuder vocational interest test. However, only three scales of this test proved valuable, the one on computation, one on social service interests and the one on mechanical interest. Dr. Henry makes his headquarters at Standard Oil Company (N. J.) at 30 Rockefeller Plaza, New York.

Richard R. Crow, Training Director for the United States Rubber Company, spoke on the development of supervisors.

The last speaker of the afternoon was Bill Winans, Vice President Industrial Relations, Union Carbide and Carbon Corporation. Bill was his usual salty self under the title "Human Relations—A Full Time Job". A few of the things he said are worthy of being repeated. He referred to the efforts being made by some people in the field to have personnel recognized as a profession. He decried such efforts. He said, "I wouldn't talk about it if I were you". He thought that people in the personnel field had to justify themselves by their performance and that professional status would not help them. He said he thought that this talk about professionalism indicated a state of mind for which Jim Worthy of Sears Roebuck once coined the phrase "status anxiety". Bill said his definition of the personnel job was to help everyone develop the will to work and the skills to work together. The general feeling was that Bill had brought the day's session to a sparkling finish.

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THE STAMFORD-GREENWICH (CONNECTICUT) PERSONNEL ASSOCIATION holds monthly meetings in its area. Robert Piereson is *President* this year. *President* for last year was John Miller of Pitney-Bowes Inc. Most of their meetings are devoted to panel discussions.

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THE LOWER NAUGAUTUCK VALLEY PERSONNEL ASSOCIATION is a small one with 16 members. However, two of the members I talked to at New Haven last month were very enthusiastic ones. The Association represents companies in the four Connecticut towns of Shelton, Derby, Ansonia and Seymour. The Association was started in the wartime when they got together to hear about some of the Federal regulations. There is no formal organization but I gather from Earl Dunn of Sponge Rubber Products Company that there is a good deal of interest among their small membership.

THE HARTFORD PERSONNEL GROUP was started many years ago by Harry A. Hopf, the distinguished management consultant who died two or three years ago. He was, at that time, at the Ensign-Bickford Company of Hartford. Ellsworth Grant of Allen Manufacturing Company, Hartford told me a little something about the Association.

THE INDUSTRIAL TRAINING COUNCIL OF NEW YORK STATE has elected new officers and committee members. The new President is Marcy J. Bower, General Supervisor of Training and Safety, Niagara-Mohawk Power Corporation, Syracuse, N. Y. John N. Brophy is Secretary-Treasurer. He is at Cornell University, Ithaca, New York.

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION, with the assistance of the Institute of Industrial Relations and University Extension of the University of California, developed a special course in training problems held April 14, April 28, May 12, and May 26 on the Berkeley campus of the University. Sessions are titled "Analysis of Training Needs and Program Development," conducted by Dr. F. Theodore Malm, Assistant Professor of Business Administration at the University, "Techniques for Developing Participation," "Conference Leadership," and "The Role-Playing Technique."

At their April 9 meeting the Association heard Walter Tait, Senior Training Analyst of the Personnel Department of Standard Oil Company, San Francisco, tell how "We Took an Opinion Poll." Mr. Tait explained how the poll that his company is at present concluding, in which over 15,000 employees participated, was developed and conducted, and what questions they hoped to get answered. The 8-minute feature sketch of the evening was given by William (Bill) Fothergill, Training Supervisor of Shell Oil Company, Martinez Refinery. His topic was "Job Rotation Training for

Craftsmen," discussing the upgrading plan he has used for the past three years. Al Amburn, Personnel Manager of Moore Business Forms, was chairman.

THE INTERNATIONAL ASSOCIATION OF PERSONNEL WOMEN has just been formed by personnel women from all parts of the United States, Canada and England. Officers of the new organization are: *President*, Mrs. Phyllis R. Stiles of Procter & Gamble Co., Cincinnati, O.; *First Vice-President*, Mrs. Dorothy B. Northwood of Standard Oil Co. (N. J.), New York; *Second Vice-President*, Miss Ruth M. Condon of Universal Match Co., St. Louis, Mo.; *Recording Secretary*, Miss Mildred Webber of the University of Michigan, Ann Arbor; *Treasurer*, Mrs. Mabel C. Miller of Vernon General Insurance Co., Indianapolis; *Corresponding Secretary*, Miss Mildred McGrath of International Business Machines, Cincinnati, O. Objective of the organization is "to encourage, promote and extend women's personnel associations throughout the United States, and other countries approved by the International Executive Committee; to promote the recognition of women's place in the field of personnel; and to encourage training and to improve personnel practices through the efforts of qualified women." The association provides for membership of individuals as well as of groups. It held a Spring Conference in Indianapolis April 19-20 attended by several hundred women.

THE INLAND PERSONNEL ASSOCIATION held a meeting on April 15 which stressed the importance of communications as a means to better understanding between employer and employee. Speakers were Gerald C. Chappell, Training Director for the Union Oil Company, Los Angeles, and A. B. Paulson, Training Director for Farmers Insurance Group of Los Angeles. In this connection the Association's announcement suggested reading "Spotlight

on an Unsolved Problem—Communication" by Eileen Ahern as it appeared in the January 1951 issue of *PERSONNEL JOURNAL*.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION in its publication, *Personnel Panorama*, February issue, gives a capsule digest of "Personnel Management in the Pacific Northwest" by Charles W. Voris as it appeared in the January *PERSONNEL JOURNAL*, and advises checking article against own personnel activity.

THE PERSONNEL MANAGERS CLUB of the *Boston Chamber of Commerce* met on April 8 to hear Dr. Charles C. Noble, Dean of Hendricks Memorial Chapel at Syracuse University. Dr. Noble gave a popular type of psychological talk, titled "You Don't Have to Go Crazy," which attempts to help people find methods for withstanding the strains of these strenuous days.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION in 1952 will be headed by Clyde W. King, Manager of Public and Industrial Relations at Fibreboard Products Inc., as *President*, and W. L. Ingraham, General Manager of the Personnel Department at Standard Oil Company of California, as *Vice-President*.

## Conferences

THE INDUSTRIAL RELATIONS CENTRE and the Department of Psychology at *McGill University* co-operated in presenting the Fifth Personnel Appraisal Institute May 12-24 at Chancellor Day Hall, Montreal. Lectures, discussions and work assignments made up the intensive two-week course on technical and practical training in all aspects of personnel appraisal with emphasis on the efficient utilization of available manpower. Some of the topics under

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO at its April 14 meeting featured L. R. Hillyard, Engineering Personnel Officer at Iowa State College, as the speaker of the evening. Mr. Hillyard, currently President of the Midwest College Placement Association, spoke on "Effective College Recruitment," touching on the ethics of such recruitment, student reaction to various company plans and programs, interviewing methods, wages offered college students, and suggestions regarding a more effective approach to students by companies.

The April 8 meeting of the Association heard "Labor Monopolies" discussed by H. Gregg Lewis, Associate Professor of the Department of Economics at the University of Chicago. Co-chairmen for this event were Hugh M. Holmes, Manager of Industrial Relations at General American Transportation Corp., and Robert E. Novy, Vice-President in charge of Operations at Inland Steel Container Company.

On April 3 Dr. Harold Rothe, Personnel Director of the American Hospital Supply Company, spoke to the Association on "Job Complexity Analysis." Dr. Rothe, author of numerous articles and books in the field of industrial psychology, discussed methods for analyzing jobs into their component factors and determining therefrom the qualifications essential to filling the job, with special attention to matching men to supervisory job requirements.

discussion by members of the Institute staff were: "Differences in People" by Dr. Edward C. Webster, Director of the Institute, Associate Professor of Psychology; "The Employment Interview" by Dr. N. C. Kephart, Associate Professor, Division of Educational and Applied Psychology; "Mental Ability Tests" by Dr. C. H. Lawshe, Professor of Psychology, Occupational Research Centre, Purdue University; "Personal Data in Relation to Job Success and Tenure"

by Dr. Joseph Tiffin, Professor of Industrial Psychology at Purdue. An industrial panel, consisting of A. F. R. Filion, Employment Manager of The Henry Morgan Company, Montreal, and K. V. Keirstead, Area Personnel Supervisor of Bell Telephone Company of Canada, Montreal, presented "Personnel Appraisal in Action."

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THE NEW YORK UNIVERSITY INSTITUTE OF LABOR RELATIONS held its fifth annual conference April 22-25 inclusive at Arthur T. Vancerbilt Hall, New York University Law Center, New York, its theme, "Labor and Emergency Controls." On the conference program were "The Guaranteed Annual Wage" discussed by A. D. H. Kaplan, Economist at Brookings Institution, Washington, D. C., and "Pension Plans under Wage Stabilization" by Frank C. Pierson, Professor of Economics at Swarthmore College. A "Clinic on Wage and Salary Stabilization" was conducted by Emanuel Stein, Professor of Economics and Executive Director of the Institute, and Morris A. Horowitz, Director of Case Analysis, National Wage Stabilization Board.

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THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION were co-sponsors with the Manufacturing and Industries Committee and the Personnel Managers Committee of the *Los Angeles Chamber of Commerce* for the Fifteenth Institute of Industrial Relations held at the Riviera Country Club, Santa Monica, April 16-17-18. Among the speakers were Harry B. Coen, Vice President in charge of Employee Relations at General Motors Corp., Detroit, who discussed "The Role of Employee Relations in Public Relations"; Ben L. Wells, President of Ben L. Wells Company, who spoke on "Management Training"; Vance R. Nabors of Ducommun Metals & Supply Company, Palmer Wentworth, Personnel Consultant, and John D. McLean of Citi-

zens National Trust & Savings Bank who reviewed the problem of "Turnover."

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION held its 27th Pacific Coast Management Conference at the Claremont Hotel in Berkeley April 15-16 on the theme, "Improving Management Performance." W. L. Ingraham, General Manager of the Personnel Department at Standard Oil Company of California, and Albert C. Beeson, Director of Industrial Relations at Food Machinery & Chemical Corporation, were chairmen of the first day's meeting. Clyde W. King, Manager of Public & Industrial Relations at Fibreboard Products, Inc., and President of CPMA, presided at the evening meeting, while T. C. Erickson, Industrial Relations Manager at Pan-American World Airways, and John W. Bristow, Executive Vice-President of California Processors & Growers, Inc., served for the second day. Subjects included "Organization and Control of the Company Personnel Department" by L. R. Gaiennie, Director of Personnel at Fairbanks, Morse & Co.; "Trends and Prospects in Union Relations and Bargaining Practices" by Richard P. Doherty, Director of Employee-Employer Relations Department at National Association of Radio and Television Broadcasters; and a "Leadership Development Clinic" by a panel of five: J. Herman Mattson, Training Coordinator of Ford Motor Company, Richmond, John Peart, Training Director of North American Aviation, Inc., Los Angeles; J. W. Quigg, Manager Supervisory Training of Air Reduction Company, New York; Mack Stoker, Regional Supervisor of Trade and Ind. Educ., State Department of Education, Los Angeles, and Walter J. Tait, Senior Training Specialist at Standard Oil Company of California.

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THE UNIVERSITY OF TENNESSEE Division of University Extension and Tennessee Industries, in cooperation with The Memphis Industrial Personnel Council, sponsored the 15th Annual Tennessee Industrial

Personnel Conference April 3-4 at the Hotel Peabody in Memphis. The conference covered such topics as "Selling Safety to the Employee" by Jack Dunman, Director of Safety, The Mengel Company, Louisville, Ky., and "Leadership—Supervisory Training" by E. H. Reed, Manager of the Education and Personnel Department, International Harvester Company, Chicago. Special interest group sessions offered "Welfare Plans and Employee Benefits" by J. Henry Smith, 2nd Vice-President, The

Equitable Life Assurance Society, New York, and John L. Hawn, Director of Personnel Practices, Monsanto Chemical Co., St. Louis, Mo.; "Personnel Selection" by J. M. Porter, Jr., Professor of Psychology, University of Tennessee; "Making Industrial Publications More Effective" by Elbert Walker, Advertising and Promotion Manager, Republic Shoe Company, Nashville; and "One Engineer—Two Jobs" by N. W. Dougherty, Dean of the College of Engineering, University of Tennessee.

### Employee Magazines

H. P. HOOD & SONS' monthly publication for employees, *The Spotlight*, edited by Jane A. Donovan, features on its March-April cover the picture of employee Joe Healey with his smiling, attractive wife and seven children. The unspoken but potent suggestion contained in this family group is health, happiness, contentment at Hood. Inside the 32-page 8½x11 magazine is the drawing of an animated paycheck singing on stage. Over the caption "Behind the Scenes are other 'Stars'," the other stars being Debentures Interest Premiums, Retirement Plan, Vacation and Holidays, Educational Refunds, Disability Plan, and Death Benefits. Another full-page feature in the magazine tells the story: "This is How We Make Our Cottage Cheese," with seven pictures of the cheese-making process, naming the employees involved in each operation.

FIREMAN'S FUND GROUP inserted in *The Visiting Fireman* for March a report to staff members on the results of company operations during the year 1951 in a very interesting 4-page series of lively yellow and gray cartoons. "Money . . . Money . . . Money . . . and where it went in '51" ends up comparing 1950 and 1951 figures in the form of giraffes. The publication, forwarded by Ed. Scharer, Advertising Manager of Fireman's Fund Group, 401 Cali-

fornia Street, San Francisco 20, is edited by Jane Rogers.

A ONE-MAN BUSINESS was the caption of a full page illustrated story in the *Spruance Cellophane News* for March 19th. At the top is this story "Every March, our Company issues to its stockholders a report on its operation for the preceding calendar year. In order to picture these operations in graphic terms, the Spruance Cellophane News divided the company's financial figures by the average number of employees—86,878—in what would represent a one-man business. To see how slitting machine operator Claude B. Bradshaw would have made out in 1951, if he had been running the hypothetical duPont one-man business follow the pictures. (Sпруance is a division of duPont Co.) Then there are six photographs posed by Claude Bradshaw showing the financial figures of this mythical one-man business. He paid his customers \$17,795 for parts and services they furnished. He paid taxes of \$4,408 and paid himself \$4,535. He paid out \$6,285 for material and services in making duPont products. \$967 was set aside for replacing plant and equipment and \$1,036 was paid to shareholders for the use of their money. Because of higher taxes dividends were lower than in 1950. This example makes the financial figures of the business seem to come to life.



## Publications

MARATHON CORPORATION, Menasha, Wis., has just published two new booklets—one for college recruitment, the other for a newly launched scholarship program. J. B. Fagot, Placement Manager of Marathon's Personnel Division, in forwarding the booklets, advises that the first replaces former group meetings held by the company on college campuses to tell the Marathon story to graduates. It is an attractive 8½x11, 32-page publication, titled "Marathon Invites You to Work, to Learn, to Progress," largely illustrated with photos, and gives the history and growth of the company, its plant operations, products and markets, with the latter half devoted to personnel benefits and personal opportunities, job training, and community information. The scholarship offered in the second booklet is a \$3,000 four-year scholarship in chemical, civil, mechanical or general engineering, open to male students in four local high schools, to his own choice of accredited colleges.

NATIONAL OFFICE MANAGEMENT ASSOCIATION, 132 W. Chelton Avenue, Philadelphia 44, presents the eighth in the series of annual publications, *The Noma Bibliography for Office Managers*, 1952 edition. This is a classified compilation of selected references to publications appearing in 1949, 1950, and 1951. It is divided into two sections: "Articles, Booklets, Reports," and "Books," both of which are divided into 36 office management categories so that particular subjects may be easily found. Alphabetical and classification indices on subjects are also provided. Publishers' indices on both sections give the addresses where all publications listed may be obtained, together with prices where available. The *Bibliography* contains 32 pages and is 8½x11 in size.

JOBS PUBLISHING COMPANY, 681 Market Street, San Francisco 5, features Fashion in

the April issue of its monthly magazine, *Jobs in California*, with articles on "The California Girl," "Opportunities in the Fashion Field," and "Placement in the Apparel Industry," among others. The magazine sells for 25¢ on newsstands throughout California and Hawaii, with yearly subscription \$2.50 (\$3.50 east of the Rockies and in Canada).

THE NATIONAL ASSOCIATION OF MANUFACTURERS has issued a 60-page manual, *Talking It over with Employees, Stockholders and Dealers*, described as a "new tool to simplify the task of top management in telling the enterprise story and in building closer relationships with these important publics." It is divided into three sections: (1) "What Employees Want to Know and What Employees Need to Know," containing actual facsimiles of company talks, letters, and bulletins; (2) "The Importance of Reaching Stockholders, Suppliers and Dealers," giving samples of communications, much of which material is also appropriate for employees; (3) "How to Start and Maintain a Communications Program in Your Company." A novel communications calendar on front and back covers suggests ideas for company action each week throughout the year. The new publication supplements two others published by NAM in the past two years: *Employee Communications for Better Understanding* and *Case Book of Employee Communications in Action*. It has been prepared by the Industrial Relations Division of the National Association of Manufacturers, 14 W. 49th Street, New York 20.

NATIONAL INDUSTRIAL CONFERENCE BOARD Labor Economist, Dr. Herbert R. Northrup, reports that the incentive for both management and labor to settle their differences "is most likely to be adversely affected by strike control laws in industries where the collective bargaining system is



the weakest." Dr. Northrup based his findings on visits to ten of the 14 states having strike control laws and on intensive study of major legislation in this field. His conclusions appear in *Strike Controls in Essential Industries*, No. 30 of the "Studies in Business Economics" issued by the Board, 247 Park Avenue, New York 17. Price is 50¢ per copy.

PRINCETON UNIVERSITY, Industrial Relations Section, has issued No. 44 of its *Selected References*, March 1952 (20¢). In the four-page leaflet are analyzed 17 publications relating to Stock Options for Executives, three under the heading of Provisions of Current Stock Option Plans, nine under Legal Aspects of Stock Options, and five under Stock Options as Incentives.

The University has also released a 65-page paper-bound booklet titled "Retirement Procedures under Compulsory and Flexible Retirement Policies" by Helen Baker, Associate Director of the Industrial Relations Section (\$2.00). Findings indicate that (1) compulsory retirement is far more prevalent in company practice than selective retirement which, widely supported by outside exponents, is rarely followed even by companies agreeing with the principle; (2) different interpretation of identically worded clauses causes varying company practice; (3) while managements are becoming increasingly aware of the human aspects of retirement and a number of the companies studied are experimenting with pre- or post-retirement counseling, none had established company-wide procedures for such counseling; (4) no conclusive evidence existed on the effect of compulsory or optional retirement on the total efficiency of operations; (5) management has a stake in working out an old age solution.

PITNEY-BOWES, INC., Stamford, Conn., dedicates its 32nd Annual Report (1951) to the Supervisor, who "chosen with as deep concern for his human leadership as for his technical skills . . . carries a variety and depth of responsibility undreamed of by

foremen of our early years." This salute to "the non-commissioned officer of an economic system which has become the hope of the free world" is the third in a series of acknowledgments to those who contribute to Pitney-Bowes progress. Last year's Annual Report was dedicated to the engineer, 1949 the salesman. Future reports will pay tribute to the customer, the stockholder, the supplier, and the factory worker, the office worker, the executive. Such acknowledgments, according to Frederick Bowes, Jr., Director of Public Relations and Advertising, have made a deep impression on readers both inside and outside the company.

THE TRAVELERS INSURANCE COMPANIES of Hartford have issued their 1952 Book of Street and Highway Accident Data, labeled *Lucky You*. The 32-page booklet carries a series of animated, eye-catching cartoons, captioned "Lucky You—you made it through another year without hurting or killing yourself in traffic," "Lucky You—you ignored speed limits and lived," "Lucky you—you jaywalked and reached the other side," etc., interspersed with sobering statistics on those who were not so lucky. The booklet, published annually, is distributed free in the interest of street and highway safety and may be obtained gratis from The Travelers Insurance Companies or their representatives. Inquiries pertaining to the contents should be directed to Walter M. Harrison, Jr., Public Information and Advertising Department, The Travelers Insurance Companies, Hartford, Conn.

ABSENTEEISM COSTS EMPLOYERS on the average \$56.00 per employee per year. Based on this figure the total cost to American industry with sixty million workers is more than three billion dollars per year. This is only the direct cost in wages and salaries. The Benson Laboratories Inc., Bessemer Building, Pittsburgh 22, Penna. recently made a survey on the cost of absenteeism.

It showed that less than a quarter of business organizations kept any records of absences and only 8 per cent of the companies surveyed (249 in number) kept records complete enough to determine the cost of absenteeism. Copies of the eight page report may be obtained from Benson Laboratories on request.

THE TWENTIETH CENTURY FUND has recently issued a moving picture film, "Working Together: A Case History of Labor-Management Cooperation." The film tells the story of how union and management of the American Lead Pencil Company, Hoboken, N. J., learned to work together for their mutual benefit. A 32-page pamphlet accompanies the film as a guide to study and discussion. The film is 23 minutes on 16 mm. black and white with sound and was produced by Eddy Albert Productions. Prints may be rented from the University Extension Library and local film dealers and may be purchased from regional offices of Encyclopedia Britannica. The Twentieth Century Fund is at 330 West 42nd Street, New York 36, N. Y.

I HAVE SEEN A GREAT MANY employee handbooks and have noticed the tendency for them to become ever more elaborate and handsome. The other day I picked up a book in the employment office of the United States Fidelity and Guaranty Company of Baltimore. It was entitled "Your New Job With USF&G." This little book measures only three by four and one-half inches in size and has only fourteen pages. It has only seventeen paragraphs, each with a title indicating its subject matter. Thus, in very compact form it gives the minimum essential information for the new employee. In designing the book it was felt that there was no point in giving the employee more information than he could use in the first period of his employment. This information is given briefly and simply. It has been my experience that a great many of the elab-

orate booklets published nowadays are not read by the employees. A few years ago I tested this out by having interviewers question employees after they had been at work for 30 days. It was quite a shock to find how little they knew of what was contained in the employee handbook. Arthur W. Holmes is Vice President and head of the Personnel Department at USF&G and the Assistant Personnel Officer is Charles Adams. Their offices are at Calvert and Redwood Streets, Baltimore.

THE DEPARTMENT OF LABOUR AND NATIONAL SERVICE of the Commonwealth of Australia discusses "The Financial Effects of Absence from Work" in its *Bulletin of Industrial Psychology and Personnel Practice* for December 1951. Observing that in the last few years absence from work has reached proportions regarded as excessive, authors W. J. Byrt and L. R. Wall of the Industrial Welfare Division of the Department give an account of the first of a series of case studies of the financial effects of absence in Australian factories. Their purpose is to illustrate a simple method which may be used by almost any manufacturing organization. Another article in the issue considers "Wage Incentives and Indirect Workers," in which M. Kangan points out that wage incentive plans are usually devised for direct production work. Also in the issue are "The Changing Culture of a Factory" and "Joint Consultation." The *Bulletin* is available from the Secretary, Department of Labour and National Service, Box 2817AA, G.P.O. Melbourne, C.I.

THE AMERICAN SOCIETY OF TRAINING DIRECTORS publication, *The Journal of Industrial Training*, in its November-December 1951 issue contains an article entitled "Personnel Training at Dallas Power & Light Company" by F. M. Keith, Training Coordinator of the Company. This was a paper presented at the Fourth Power Distribution Conference held at the University of Texas

in October 1951. In describing the various types of training done by his company Mr. Keith lists the areas of training "by intention" as: Supervisory Personnel, On-the-job Instruction, Company Training for Graduate Engineers, Apprentice Training, Accident Prevention Training, Indoctrination of New Employees, General Economic Education, Company Training for Engineering Students, and Miscellaneous Training for Employees.

In the same issue Bill N. Taylor, City Manager of Wichita Falls, Texas, writes "Appraising a Supervisory Training Program." Mr. Taylor will be remembered for his article, "Some Supervisors Won't Learn," which appeared in the PERSONNEL JOURNAL for February.

THE BUSINESS INFORMATION BUREAU OF THE CLEVELAND PUBLIC LIBRARY covers the subject of *Counseling in Industry* in the September-December 1951 issue of its bulletin, Business Information Sources. This is a selected list of references dealing with the ethics of counseling, how it is used in industrial organizations, what the counselor does, the background and training he needs for this work, how he can help employees make necessary adjustments, etc. Included in the listing are 11 articles from PERSONNEL JOURNAL, the most recent being *Psychological Testing Helps the Individual Too* by Martin M. Bruce, September 1950 issue; *Mental Health for Employees* by Thadene Hayworth and Janet Dolan, June 1949; and *Differences between Clinical and Industrial Non-Directive Counseling* by Dougald S. Arbuckle, April 1948. Copies of *Business Information Sources* are available at 10¢ each from Miss Rose L. Vormelker, Business Information Bureau, Cleveland Public Library, 325 Superior Avenue, Cleveland 14, O. Subscription to the bulletin, which is published four to six times a year, may be had for two years at \$1.00.

WEIRTON STEEL COMPANY of Weirton, W. Va., is the subject of a series of seven

articles from the Pittsburgh Press by William A. White, Staff Correspondent. The articles, stressing the freedom-loving, forward-looking united spirit of the company and the town (the President is the Mayor) are published in a large and attractive 24-page booklet, plentifully illustrated, entitled *Weirton—Where Freedom Rings*.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION has issued a handsomely printed paper bound volume of 388 pages, containing the proceedings of the Third Annual Meeting held in Chicago, December 28th and 29th, 1950. The report of the proceedings was edited by Milton Derber. The proceedings contain the full text of all papers presented at this meeting, divided into ten parts covering such subjects as Wartime Labor Relations, Manpower Utilization, Employment Security and Defense, Wage Theory, Experiments in Inter-disciplinary Research and others.

The Association has also published under date of December 1951, "Industrial Productivity: A Social and Economic Analysis". This is handsomely printed in 224 pages and paper cover. Editor is L. Reed Tripp and the editorial board under whose direction the report was prepared consists of Solomon Barkin, Hiram Davis, Benedict Saurino and William Fred Whyte. The text is composed of twelve separate papers by as many authors, among which are several by members of the editorial board.

THE U. S. DEPARTMENT OF LABOR, Bureau of Labor Statistics, announces the publication of *Digest of Selected Health, Insurance, Welfare and Retirement Plans, August 1951*. This is a report covering 42 plans of these various types arranged under collective bargaining agreements in different industries. A similar report made a year ago covered 30 plans. Copies may be obtained from the Superintendent of Documents, Government Printing Office, Washington 25, D. C. at 50¢ per copy.

## SITUATIONS WANTED

**PERSONNEL ASSISTANT:** Presently employed—2 years experience in interviewing, placement, recruiting, employee relations, and some testing. BA in Economics with 1 year graduate study in labor and personnel. Vet. age 32, married, 2 children. Will relocate. Desire an opportunity to grow and advance. Resume on request. Reply Box 165.

**PERSONNEL WORK:** B.A. and M.S. in Industrial Psychology. Some experience as researcher in Industrial Relations for large Midwest University. Age 26, married. Interested in Counseling, Testing, Labor and Human Relations problems. Wish to be able to continue toward Ph.D. Reply Box 166.

**INDUSTRIAL RELATIONS SUPERVISOR:** Available after October 1, 1952. Industrial relations supervisor seeking new connection. Mature man, good educational background, broad administrative experience in personnel and labor relations work including eight years in national periodical publishing field, two years Safety Director aircraft parts manufacturing plant; two years Personnel Manager U. S. Navy Equipment Repair Depot; past 7 years personnel supervisor large middle east oil company employing more than 10,000 employees all races, twenty nationalities. Diversified experience embraces contract negotiations, wage administration, job evaluation, recruitment, placement, counseling, benefits and other phases employee relations work. Reply Box 167.

**PERSONNEL:** Labor relations position desired by professional government employee with broad experience in administration of Taft-Hartley Act, Wage & Hour Law, and Wage Stabilization procedure. Practical understanding of employer problems under these laws and overall grasp of human relation factors involved in collective bargaining. Reply Box 168.

**ASSISTANT TRAINING DIRECTOR:** MS degree in Industrial Psychology. 1½ years graduate work toward Ph.D. Two years college teaching experience including teaching of adults. Experience in Air Force Engineering Office. Graduate assistant experience in University Counseling Center. Prefer to locate in Penna. or bordering states. Reply Box 172.

**PERSONNEL DIRECTOR:** Sound training, plus six years of executive Personnel Administration experience. Successful record of achievement in plants of 500 to 3000. Age 34, married, degree, midwest location preferred but *not essential*. Resume interview at your request. Reply Box 173.

**INDUSTRIAL PERSONNEL:** Can learn your needs quickly. Graduate training in personnel psychology. Army and educational experience (assistant dean of students) in personnel. Male, age 29, prefer southeast. Reply Box 174.

**INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT:** Several years in industrial relations and personnel management in steel industry. Broad experience representing management in administration of labor contracts; supervising employment, safety, training programs, developing procedures pertaining to wage rate, technological, production, legal problems. Capable as director or assistant director. College and post-graduate law degrees. Age 47. Resume, interview. Reply Box 175.

(continued on Page 61)

## HELP WANTED

**PERSONNEL ANALYSTS:** Foreign Service. University graduates with three or more years in analysis and development of employee benefit programs and employee relations policy formulation. Experience with foreign nationals particularly desirable. For major oil company with extensive Middle Eastern operations. Write giving personal history and work experience; please include telephone number. Reply Box 169.

**SOCIO-ECONOMIC RESEARCH ANALYST:** Foreign Service. Qualified Research Analyst capable of initiating and developing studies of customs, social and economic conditions, religion, vital statistics and similar information relative to the people of the Middle East and neighboring areas. For major oil company with extensive Middle Eastern operations. Write giving personal history and work experience; please include telephone number. Reply Box 170.

**JOB ANALYSTS:** Foreign Service. Engineering or Business Administration graduates with two or more years of Industrial Wage and Salary Administration. Knowledge of factor comparison or point rating systems of job evaluation. For major oil company with extensive middle eastern operations. Write giving personal history and work experience; please include telephone number. Reply Box 171.

A discount rate will be accepted under these headings at 5 cents a line for one insertion. Average 35 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

# PERSONNEL Journal

*The Magazine of*

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EDWARD N. HAY, *Editor*  
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DORIS D. HAY, *Assistant Editor*  
D. M. DRAIN, *Circulation Manager*

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# Conference Calendar

## SEPTEMBER

- 17-18 New York. Waldorf-Astoria  
*National Industrial Conference Board, Inc.* General Session for all Associates.  
247 Park Avenue, New York 17, N. Y.
- 29-30 New York. Hotel Astor  
*American Management Association, Inc.* Personnel Conference. Mr.  
John Binns Personnel Division Manager, American Management  
Assn., 330 W. 42nd Street, New York 36, N. Y.

## OCTOBER

- 20-21 Chicago. Hotel Drake  
*The National Association of Suggestion Systems.* 10th Annual Convention  
Mr. H. J. Richey, National Biscuit Company, 449 W. 14th Street  
New York 14, N. Y.
- 20-23 New York. Hotel New Yorker  
*Civil Service Assembly.* Annual Conference on Public Personnel Administra-  
tion, 1313 East 60th Street, Chicago 37, Illinois
- 21-23 Berkeley, Calif. Claremont Hotel  
*California Personnel Management Assn.* 27th Pacific Coast Management Con-  
ference, T. C. Erickson, President, Calif. Personnel Mgt. Assn. 5th Floor,  
Farm Credit Building, Berkeley 4, Calif.
- 30-31 New York. Hotel Statler  
*Society for the Advancement of Management.* Annual Fall Conference, Head-  
quarters, 84 William Street, New York 38, N. Y.
- 30 Victoria, B.C.  
*Pacific Northwest Personnel Management Assn.* Annual Conference, Executive  
Secretary, Wm. C. Ludders, % Portland Gas & Coke Company, Portland,  
Oregon

## NOVEMBER

- 1-2 Victoria, B. C.  
*Pacific Northwest Personnel Management Assn.* Annual Conference,  
Executive Secretary, Wm. C. Ludders, % Portland Gas & Coke  
Company, Portland, Oregon

# Editor to Reader:-

A GOOD PROGRAM OF HUMAN RELATIONS is a prime objective of every management. Not only is it an important objective but it is an absolute necessity. Over the years most of us go through our personnel or industrial relations activities without too much conscious thought as to the precise aims we have in mind. A number of able men have, however, thought the problem through. William H. Winans is one of the men in industrial relations who have expressed this philosophy in a specific series of objectives. Bill is Vice President—Industrial Relations for Union Carbide and Carbon Corporation; one of our big ones. Bill has not only worked out a concise statement of the objectives of the industrial relations department but he has secured acceptance of this program from all elements of top management. With his permission we reproduced, last month, the "eleven major objectives of industrial relations".

A JOURNAL CALLED HUMAN RELATIONS appears quarterly from The Research Center for Group Dynamics at Ann Arbor, Michigan, under the sponsorship of the University of Michigan and of the Tavistock Institute of London, England. The Journal is now in its fourth year. It will interest anyone working in the field of human relations. It is devoted to somewhat technical studies on problems to which the various social sciences are applied. The last quarter issue for 1951 contains several reports of unusual interest. One of these deals with the emotional effect of a change in method of wage payment. Another has the title "Achieving Change In People: Some Applications of Group Dynamics Theory". A fourth one, of exceptional interest to training people, is called "Some Effects of Feed Back on Communication". The word feed

back has come into use in recent years as an expression of the effect of letting the people talk back or ask questions of the leader. This article demonstrates that if the members say nothing and the leader does all the talking, a certain amount of information is communicated. If the members are allowed to talk back or ask questions or make comments the result is that more information is imparted. The implications of this for industrial training are clear enough. Another article deals with the way in which changes in people are brought about, pointing out that in many cases the group of which the individual is a part must accept a change in order for the individual to do so.

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EVEN THE POPULAR MAGAZINES are discovering "human relations". Time magazine for April 14 has a two-page feature article "Human Relations: A New Art Brings A Revolution to Industry". This short article is extremely well written. Although it contains nothing new to those who have given detailed thought to the problems of human relations in industry it is a good expression and will be helpful to many people. The "new art" referred to is expressed later on as "a second industrial revolution", the purpose of which is to give the American worker a sense of usefulness and importance (and thus improve his work). "Its goal (stated in one sentence): to make life more fun by making work more meaningful." There are, unfortunately, many people in business and industry who have not yet learned the importance of the individual.

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WHILE WE ARE ON THE SUBJECT of the individual I have received a nice letter from Clayton Hill, Professor of Industrial Rela-

tions at the University of Michigan. You will remember my comment, in the April issue, on his demonstration at the February American Management Association personnel conference in Chicago. He and Bill Hann gave a demonstration of non-directive counseling. Hill acted the part of the Superintendent and Hann was the foreman. Clayton reports that there were a good many inquiries received as a result of the article. He says: "To our amazement we find that the demonstration aroused extraordinary interest and resulted in our receiving some twenty-five communications asking for copies, records and even a sound film! If Hann and I were to accept all of the invitations to repeat the performance we would have to take out cards in Actors' Equity and apply for a leave of absence from the University. Our major interest is that executives generally recognize the tremendous value of non-authoritarian techniques in gaining the cooperation of people in all areas of administrative leadership. Even ten years ago we might have been shot for putting on such a performance, and it is encouraging to see that thoughtful people are recognizing the advent of leadership which recognizes people as human beings with feelings and minds of their own".

Another letter from Michigan comes from Angus Campbell, Director of the Survey Research Center which is a division of the Institute for Social Research. After thanking us for the note on the summer institute course which appeared in March Personnel Journal he says, "You may be interested to know that we have received numerous inquiries about our summer institute which referred directly to the notice in your Journal. We certainly appreciate your cooperation."

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RESEARCH IS A GREAT WORD these days, particularly in fields of human relations. It is hard to keep track of all the different associations whose titles contain the word research. I am just beginning to learn some-

thing about the "American Institute for Research" which is at 413 Morewood Avenue, Pittsburgh. The Director of Research is Dr. John C. Flanagan, a psychologist with a high reputation for original work. Dr. Flanagan sent me Bulletin No. 6, dated December 1951, which has the title "Human Factors in Accidents". Among other things the study finds the early assumptions regarding the "accident-prone" individual were wrong. Some of these studies purported to show that people with slow reaction time were accident-prone or people who had serious problems were sometimes attempting to destroy themselves. Coordination, speed of bodily movements and various factors of personality and temperament, were among the things which were supposed to identify the accident-prone person.

This report says "No single measure has shown a *close* relationship to accident frequency. Many different types of measures have, however, been found to be related to accident rate to an extent beyond chance. These include measures from all of the areas mentioned above. The test results support the point of view that accident-proneness, if it exists, is a very complex matter and that the factors that make a person susceptible to accidents may differ from person to person. There does not seem to be any simple short cut to identifying the accident-prone." The report closes with a plea for improved methods of recording and collecting accident data, with some suggestions on what to do. This four-page brief report is taken from a full report, "The Human Factors In Accidents", The United States Air Force School of Aviation Medicine, Project No. 21-30-001, Report No. 1, Restricted. It was written by Robert L. Thorndyke who is a psychologist and Professor of Education at Teachers College, Columbia University, New York.

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THERE IS A NEW "PERSONALITY" TEST which has aroused the enthusiasm of a number of my friends. It has some interest-



ing features. In the first place it only takes five or ten minutes to do. The test consists of a list of about 80 words. You are asked to check the words which represent things that people have said about you at any time in your life. Then you go over the list again and check the words that you think are like you. It's as simple as that.

I don't know how the test is scored; you have to take a special course to find that out. A friend whose company uses the test asked me if I wanted to take it. Having heard a lot about it, I said "yes". So I managed to get two forms and took it twice. The first one I "faked"—but the resulting "portrait" wasn't as flattering as I thought it would be! The "honest" one was half like me and half a "bust". An accurate item said I was a jerky car driver and that gave my wife a laugh because it's true! Several of the items given as descriptive of me that were wrong were; "a big drinker", "lacking in energy", and "always out for a good time". It just ain't so, particularly that one about the lack of energy. Those who know me will agree that none of those three statements is descriptive of me.

I've spent a lot of time in the past twenty years analyzing tests and those in the field of personality have a special lure for me. I long ago proved to the satisfaction of myself and others that the best you can hope for in *any* personality test that I know of is to find 75% of the tests valid. I am referring to tests with multiple choice answers. It is inevitable that some of those who take such tests will "fake" their answers. (See *Personnel Journal* for June, page 66, for a review of a research study

under the title, "Faking Personality Test Scores in a Simulated Employment Situation". The article appeared in *Journal of Applied Psychology* for April and was by Dr. A. G. Wesman.) Besides the faked tests there are some which are partly invalid for other reasons, including defects in the test itself.

Another thing about the test which I noticed was that the portrait of the subject which it gave—assuming it was entirely accurate—was very meagre. It does not deal with various kinds of abilities—a matter of great importance; nor about attitudes, skills or aptitudes. Yet I find organizations depending on this test alone for their entire knowledge of the person. It is frightening to realize that judgments are being passed on employees and applicants based on nothing more than somebody's interpretation of what the check marks mean.

One more thing that is disturbing is the entire lack of public information about this test. It has never been made available to other professional people so that a careful and impartial research can be made to determine just how valid it is. Why the secrecy? Is there something to conceal? Will the truth about the test be unfavorable?

The idea behind this test is worthy of study. Perhaps there is a principle that has merit. If so, research will bring it out. Meantime, those who have "gone overboard" in their enthusiasm of this test ought to study the results with care and with an open mind.

*Ned Hay*

A supervisor needs to feel sure of himself in order to win the cooperation of his men. If he can't understand the whys and wherefores of human behavior a foreman is apt to feel insecure, inadequate and frustrated, and he will fail to win the necessary cooperation from labor.

# The Frustrated Foreman

By EUGENE E. JENNINGS, Research Associate,  
Bureau of Business Research and Service,  
University of Wisconsin.

EVERY individual needs to feel *secure* and *adequate*. To gain security individuals group together; to feel adequate individuals try to be self-reliant. These two goals of security and adequacy are basic to good adjustment. Security is related to the desire to avoid frustration through dependence. Adequacy is connected with the need to achieve satisfaction through self-direction. Frustration occurs whenever the satisfaction of an aroused need is interfered with by a barrier or obstacle. A physical barrier may be the mere lack of a physical satisfier, such as food. A social barrier may be lack of knowledge of principles and methods that prevent adequate satisfaction of the need. It should be emphasized that frustration is a common experience, primarily because needs are not gratuitously satisfied for anyone. But when the deprivation carries with it loss of love, prestige, respect, or achievement, there are usually very bad effects. When individuals are deprived of security and adequacy and are frustrated, the deprivation is much more than just unpleasant. It hurts.

## HOW UNIONS GROW

Years ago when workers were almost completely dependent upon the whims of foremen for the satisfaction of their real or imagined needs, labor was highly susceptible to movements that would bring substitute satisfaction and found protection in collective action. A great deal of importance used to be attached to economic incentive as sufficient motivation for the workers. The foremen were primarily to display authority and keep the workers well disciplined.

Today many foremen are confused by the reversal of the foreman-worker relationship. They now depend to a great extent, upon the workers' fairness, whims, or emotional desires for their own personal success and security. If they want to obtain cooperation, they must *first understand* it and *show* it. The *will* to work is not an economic problem but a psychological problem. Economic incentives are often

insufficient to gain the workers' cooperation. In the long run cooperation can not be *bought*; it must be *won*. Cooperation does not mean working *for*; it means working *with*. Workers should be *led* not *pushed*; *helped* and not *disciplined*.

With authority drastically restricted together with an increase in responsibility, the foremen have to rely on their understanding of human behavior and personality to motivate the workers. The foreman cannot take an easy way out; there isn't any. He has to be extremely cautious and adjust each personality to the *present* work situation.

In some foremen the problem of understanding the principles of human behavior has provoked a creative and problem-solving attitude. But many other foremen don't handle interferences well. Gripes, slowdowns, stalls, and grievances pile up and serve only to frustrate them.

There are many reasons for the apparent lack of understanding human behavior among the foremen. Perhaps the most important is that in order for industry to grow and expand, there had to be emphasis on production problems. Labor was abundant and cheap and there seemed to be less need to understand human problems than technical ones.

The next reason for the apparent lack of understanding may be related to human behavior itself. It is said that psychology is a new science because its subject matter is so common that it escapes attention. People have lived with each other all their lives and find it very difficult to accept each other as objects of investigation.

Then, too, it is easy to use "common sense" in the study of human behavior so that the proper psychological approach does not seem to be needed. The fact is that the situation, and not the nature of man, is often responsible for his contradictory activities.

If insight into human behavior does pile up and there is an indication of understanding, it is very common to identify the mass of data as *human nature*. The use of this term is often a cover-up for ignorance and further study is stifled.

#### PREJUDICE IS BASED ON LACK OF UNDERSTANDING

A great deal of this apparent lack of understanding can be laid to prejudice on the part of labor or management. During childhood many are taught to be discriminating as to tastes, schools, religion, and even friends. Children are often taught what is right and wrong; what is good and bad. It is very easy to carry over such a clear cut one-sided view point into later years. Thus some foremen see everything as black or white, right or wrong. They were not taught and have not come to realize that if black is at one end and white at the other there must be some *grey* in *between*. To them a man that joins the union must be loyal to the union and, therefore, disloyal to the company. A worker who is not working must be loafing. If a man isn't liked by the union he must be a good worker. It is understandable how such an attitude definitely stifles objective study. Certainly such foremen are incapable of understanding and seeing other people's points of view.

Some foremen have not yet accepted organized labor as a fact. As a result they are not completely adjusted to reality and will probably never be able to understand human behavior. Some of this lack of understanding may be caused by resistance to change. Another important factor is the conviction held by many foremen that knowledge of individuals over a long period yields understanding of the principles of human behavior which is far from true.

Like all people, foremen have a strong desire for security and adequacy. However, there are certain reasons why many foremen feel rather insecure and inadequate in coping with the gigantic task of gaining cooperation from labor. Failure to understand the principles of human behavior is the major factor contributing to their frustration.

## About the Authors

*Russell B. James* has been Employment Supervisor since 1946 for the Portland General Electric Company. He has had broad work experience including mining, construction and manufacturing and writes and lectures on accident prevention and vocational guidance. He is a graduate of Monmouth College, Illinois and has done advanced study at the Illinois Institute of Technology, University of Illinois and the University of Oregon.

*Dr. Eugene E. Jennings* is Assistant Director of the Bureau of Business Research and Service at the University of Wisconsin. He is assistant professor in Commerce and he serves as consulting psychologist to the Monsanto Chemical Company. He holds a Bachelor's degree in psychology, Master's degree in Industrial Engineering and a Ph.D. in personnel from the State University of Iowa.

*Gerald A. Joines* has been Training Director for Cargill, Inc. for the past 4 years. Before that he was Training Director at the Lincoln Nebraska Shops of Western Electric. He has an MA degree in Education from the University of Iowa. During the last war he was Director of Schools at Fort Meade, Maryland and Camp Adair, Oregon.

*Kirkland Sloper* has been Industrial Relations Director of Monarch Aluminum Mfg. Company, Cleveland for the past 9 years. He is on the faculty of Baldwin-Wallace and Fenn Colleges. He is immediate past president of the Cleveland Personnel Association and present General Chairman of Northern Ohio Personnel and Executive Conference and was formerly with U. S. Office of Education and American Council on Education. He is a graduate of Middlebury College and holds an MA degree in Education from Massachusetts State College.

*Edwin Clark Strong Grant* became Personnel Manager of Allen Manufacturing Company in 1941 and since has become Vice-President and Industrial Relations Director and also a Director of the Company. He is founder and co-ordinator of Hartford's Small Plant Group Medical Service. He also founded the Hartford County Industrial Relations Society. His other activities are too numerous to mention. He is the author of many articles on industrial relations subjects. He graduated from Harvard in 1939.

Here are thoughtful comments on "Piece Work Earnings in Inflation" which appeared in the April issue. An "average earnings" plan may be misleading, this author believes, and a piece work system can have a stabilizing effect in the battle against inflation.

# The Case for Piece Work

BY KIRKLAND SLOPER, Director of Industrial Relations,  
Monarch Aluminum Manufacturing Company, Cleveland

I CANNOT allow Mr. Martin L. Smith's recent article in the April Personnel Journal on "Piece Work Earnings in Inflation," to pass without making comment on its inferences. While the author concedes that "the situation is admittedly an extreme one" the article certainly conveys the impression that almost any piece work system is bound to be inflationary under present conditions.

Such is not necessarily the case. I firmly believe that a piece work system which is *sound* is much less inflationary than where there is no incentive method of payment.

But before making the case for piece work, a quick glance at Mr. Smith's article will show why his particular plan has met with the results portrayed. In fact, I am surprised that he had to wait for a period of wage stabilization before the effects were felt. The plan of paying "average earnings" for non-standard situations is not practical unless the "situations" are more rigidly controlled than is possible on most jobs. The term "average earnings" means that an employee may half his piece work time be earning more than this average, and the other half of the time earning less. The only exception would be when employees earn at a "plateau" rate. In this case the difference is between the time when it is easy to make the plateau rate and the time when it is difficult.

## THE "AVERAGE" INCREASES

During the times when the employee is earning at less than the average earnings or working unusually hard to achieve the average, he will find some excuse for himself. He knows that by resorting to "average earnings" he will increase his earnings or decrease his effort. To expect the employee to do anything else would be wishful thinking. Of course, the results are exactly as Mr. Smith describes, the "average earnings" move up from week to week because each new "average" for

practical purposes becomes a minimum and the incentive to work at "average earnings" becomes greater and greater. In the end the particular piece work system will undoubtedly break down.

At my Company there has been extreme Union pressure in the past for an "average earnings" clause for non-standard situations. But we have been adamant in our stand, in some cases undoubtedly making other concessions which on the surface were more expensive, but had fewer repercussions. The alternative, of course, is a plan of time allowances for non-standard situations at the down time rate, which in our case is some 20% below anticipated "average earnings." We have an "average earnings" plan but it has a definite ceiling. This ceiling is not on the piece work earnings, but rather on the "average" that can be used for time allowances or down time. For instance, an employee may be hired at a starting rate of \$1.50 per hour and his day rate for the third month is determined by his average earnings for the first month. However, this day rate cannot go beyond \$1.70 even though his average earnings may ultimately be above \$2.00 per hour. The real average is used only for vacation pay, but all his non-standard time allowances are at the \$1.70 day rate, provided his average earnings are at that figure or more. By this method incentive for continuing on piece work is provided which naturally eliminates many so-called non-standard situations.

Both logic and fact are on the side of paying less than average earnings because, as Mr. Smith indicates, production without incentive will run about 65% of the production which brings average earnings on piece work. What reason is there then that the employee should receive one hundred per cent of his average earnings?

### PIECE WORK IS NOT INFLATIONARY

As for the general conclusion that piece work systems are inflationary, I disagree. The piece worker is paid on a basis of what he produces. If he produces more items and as a result his earnings increase, that is not inflationary. It is the same as adding an eleventh man to a ten man working crew, ten per cent more wages for ten per cent more production. I find, contrary to Mr. Smith's experience, that real inflation and the failure of stabilization efforts apply to the employee paid on a flat rate basis. Over an extended period of stabilization he will, for one reason or another, gradually allow his job production to decrease. We in management encourage this by frequently hiring him or upgrading him into classifications beyond his skills or efforts. We rationalize this as necessary to compete for the available labor supply. We give in to scare pressure from Unions or individual employees. We add hours to the work day or work week, and quite aside from the inflation caused by premium pay, we create the subtler inflation of forty hours of work spread over forty-eight hours. There are many other ways of decreasing the production per payroll dollar for the employee on a flat hourly rate. Admittedly they stem from sloppy wage

administration. But my contention is that inflationary tendencies are reduced in a piece work system which does not contain major flaws.

It was our experience after the Stabilization Period of World War II that we were left with many more "sore places" among our flat rate employees than among those on piece work. Even though its administration on a day-to-day basis may be accompanied by more headaches, I believe the piece work system is far superior to the flat rate system in achieving stabilization.

Here is a stimulating list of ideas for improving human relations in your plant. You will want to check your practices against these suggestions. What is your score?

# Improving Human Relations— A Checklist

BY ELLSWORTH S. GRANT, Industrial Relations Director,  
The Allen Manufacturing Company, Hartford, Conn.

THE following check list of "Present Practices Which Improve Human Relations" was presented as part of a panel discussion at the 2nd Annual Personnel Conference, sponsored by the Connecticut Personnel Association at Yale University, March 27.

## COMMUNICATIONS

1. Has management recently evaluated its methods of two-way communication to determine which are working well and which need improvement?
2. For example, are various written communications like the employee handbook up-to-date?
3. Does your plant have a public address system for faster in-plant contacts, important announcements and plant protection?
4. Do your people need help in improving their telephone manners?
5. Do your bulletin boards need a spring house-cleaning and refurbishing to attract more employee attention?
6. Is your suggestion system mired down by employee apathy and supervisory neglect? Have you tried a contest with special prizes to lick some major problem? Has the amount of awards kept pace with inflation? Do your foremen really encourage their people to submit ideas? Are all suggestions thoroughly investigated and promptly handled?
7. Is your house organ alive with Company as well as employee news?
8. If you have a manual of policy and procedure for supervisors, does it need overhauling? And if you haven't, why not start one now?
9. What are you doing to integrate DP's? Have you considered sponsoring English classes on Company time so that they can learn to read and write shop language?
10. To bring top management closer to the individual employees, have you considered periodic letters to employees about Company plans, problems and progress?
11. Does top management regularly go through the plant and talk with employees?
12. In transmitting information down, is the supervisor always given prior consideration, no matter how minor the subject, and never bypassed?



13. During union negotiations do you have some mechanism for getting word quickly to all supervisors about the latest developments?
14. Since two-way communication means giving as well as receiving, are you laying the groundwork for more participation and consultation among both supervisors and employees?
15. For example, have you tried an attitude survey to find out what your employees and supervisors are really thinking and what their major problems are?
16. Have you weighed the effectiveness of labor-management committees to handle such matters of mutual interest as recreation, safety, suggestions, and charity solicitations?
17. Do your supervisors occasionally hold departmental meetings to tell their employees what's going on and to solicit their ideas?
18. In supervisory meetings do you consult first-line management on policy changes that affect them?
19. If your Company uses merit rating, are the supervisors required to hold a private interview with each employee to let him know where he stands and how he can improve?
20. For better union relations have you tried giving officers and stewards pertinent information in advance (but after supervision has been briefed) and consulting them on changes that will affect their members.
21. Have you considered a sound program of economic education for employees including an information rack service?

#### HEALTH & SAFETY

22. If your plant doesn't have a part-or-full-time industrial physician, have you considered forming a group medical service in your community?
23. Does your nurse or safety director, or both, give safety instruction to new employees before they start work?
24. Do you provide a plant optical service to prescribe and fit safety glasses?
25. Do you offer annual physical examinations on a voluntary, confidential basis?
26. If your Company favors selective rather than compulsory retirement, what objective criteria are you going to use to determine job fitness, and what policy will you adopt in regard to downgrading and part-time work for older employees?
27. In connection with retirement determination do you require those age 65 and over to be examined annually?
28. Also, what are you doing to prepare older employees for retirement?
29. Do you encourage medical visits for non-company connected reasons and offer private consultations with the doctor in an effort to reduce absenteeism?
30. Do you place the major responsibility for controlling steady attendance upon the supervisor, where it belongs?
31. Do you keep track of absences on the basis of frequency as well as duration in order to spotlight the absentee problem cases?
32. To rehabilitate employees disabled either on or off the job, do you attempt to find suitable work for them in the plant before they are ready to return to their regular job?
33. Do you have any program for curing alcoholism?
34. Does your Company pay special attention to the health problems of executives?

## SUPERVISORY TRAINING

35. Does the Company's organization planning include provision for the orderly replacement of older supervisors through selecting and training understudies as group leaders or assistant foremen?
36. Have you considered establishing a departmental rotation program to acquaint potential or newly-promoted supervisors with staff services?
37. For training new supervisors or conference leaders do you make sufficient use of available outside agencies like the University, State Board of Education and Training Within Industry Foundation?
38. To make sure first-line management gets the kind of training they most want, do you consult them on the subject matter, and in the interest of greater participation do you encourage them to conduct their own discussions in small groups?
39. As a means of finding out how the other fellow does it, have you tried arranging a plant tour, dinner and discussion period with the management of another plant of about the same size in your community on a home-and-home basis?
40. Realizing that oral communication is vastly more effective than written, have you tried role-playing in supervisory conferences to give your managers first-hand practice in holding employee interviews, settling individual problems or giving orders?
41. Have you recognized the importance of personal contact and example by one's superior in developing better management by including superintendents and staff executives in some training programs?
42. To bring top management and foremen closer together, do you hold periodic meetings or dinners at which supervision can meet the big boss and hear from him what's going on?
43. Do you have some informal but effective mechanism for handling supervisory personnel problems? Has supervisory status been made clear through a policy manual, organization chart and salary plan?
44. Do you encourage your supervisors to belong to the YMCA Foreman's Club and to attend supervisory conferences whenever possible, in order to broaden their understanding?
45. If your Company subscribes to an outside service for supervisors, do you know if the men really like it or would they prefer something different?
46. Lastly, are office supervisors the forgotten few or are their training needs being satisfied?

Training in this company begins at the top and works down. Executives are given time off their jobs to attend a week's seminar, led by trained leaders. Prepared case studies are discussed and real problems solved. The most suitable graduates then become leaders of courses for middle management.

# Management Training Beginning at the Top

BY GERALD A. JOINES, Training Director,  
Cargill, Incorporated, Minneapolis.

**H**ow can we sell this idea to top management?" That is the plaintive cry most often heard when training directors get together to discuss their mutual problems. Probably the reason is that we attempt to sell top management on training for *someone else*. In other words, we attempt to sell top management on training at the lower levels because we have the mistaken idea that we should start at the bottom of the ladder and work up. We would have much better success, if we sold top management on training for themselves first, and then worked down from the top.

Since attitudes throughout the management group tend to trickle down from the top, rather than well up from the bottom, the training of top management is essential to a successful management training program.

In the first place, top management has no "corner" on skill—they need training, too. Furthermore, their participation in a program tends to make them more enthusiastic about it, and will add prestige to the program in the eyes of lower management. Finally, after participation in a successful program, they are more likely to say, "I should have had that long ago. Why don't you work out a similar program for supervisors in my department?"

In beginning the program at the top level it is essential that the Training Director cultivate a recognition of the need for training in management attitudes. If the organization in question is analyzed, and areas in which there are weaknesses pointed out, most executives will quickly see the need for training. Most companies are shocked to find the number of people who will be retiring soon—when they survey their management turn-over. Certainly, there is need for training the people who

are to step into those positions of responsibility. This is particularly true in view of the fact that most management people who fail in their jobs, fail not because they lack skill, or knowledge of the job, but because of their undesirable attitudes. It is hard to conceive of any top management group who would not allow a Training Director to make a trial attempt in management training on this basis, or who would not welcome a chance to participate in it. Once the training man has approval for a trial series, the problem becomes one of developing the best possible program.

If the program is to train management people in attitudes, their present attitudes must be analyzed carefully. The mere fact that they are members of management, does not necessarily mean that they are loyal and convinced of their status. Research shows that most supervisors feel they are a part of management, yet at the same time they may feel underpaid, cut off from top management, and in the dark. They may be resentful of the special privileges of the top men. It is essential also that the desires of the employees be analyzed in order to develop in the supervisors, the attitudes which will in turn get favorable reactions from employees. Employees (and management too) want economic and social security, praise and recognition. Employees like to be understood and to have a sense of importance, and they wish to be members of a group and to have information on anything which affects their welfare. With this in mind, the training man is ready to plan his program, starting as has been suggested, at the top and working toward the bottom. The following are suggested areas for consideration in the training of top, middle and lower management, based upon the experiences of our own organization.

#### A PROGRAM FOR TOP MANAGEMENT

Top Management: Executives above the general level of department managers, including division heads, vice presidents, and senior staff man.

Initially, we began the training of our top management group, by sending individual members to the Advanced Management Program at Harvard University. Obviously, that is not practical in large numbers because of the expense and the 13 weeks each man must be away from his job. However, the men who had attended the program at Harvard were so enthusiastic about the course, that we arranged for a shorter version to be given locally so that greater numbers might participate. We obtained the services of Dr. Kenneth Andrews of Harvard, as conference leader for the series. We felt that those attending should be taken completely away from their jobs in order to give their full attention to the problems at hand. Therefore, about 15 of the top level men were organized into the first group which met for one week at the Lowell Inn in Stillwater, Minnesota, about 30 miles from our home office in Minneapolis. There, we discussed cases taken from *The Administrator*, by Glover and Hower. In general, we discussed a case in the morning, one in the afternoon, and another in the evening. It is only fair to state, that some of the original group were dubious at first. However, without exception, they were very enthusiastic at the conclusion of the week. Subsequent groups have been held each year, and last year

for the first time, we had an additional week with Dr. Andrews, using new cases, in which the former members came back for a refresher. For a complete description of the Cargill course held at Stillwater, see the article in the Harvard Business Review of September, 1951 *Executive Training by The Case Method*. That article, written by Dr. Andrews, outlines his work in the case method with Cargill, Inc. and with the American Red Cross.

#### MIDDLE MANAGEMENT: DEPARTMENT MANAGERS

In this area, we have three courses, all of which are offered twice annually. At the top of the list, going down the scale from top management, is our *Management Seminar*. This is a modification of the Stillwater program, already described. In this series, we have a group of men who meet all day, once weekly for five weeks. We use the same cases discussed at the Stillwater conference. One important thing about this group, is that the conference leaders of the ten cases are all men of our top level of management, who have formerly attended the Stillwater conferences. In other words, we selected from the approximately 50 men who had been at Stillwater, ten whom we thought would do a particularly good job in the conduct of one of the Harvard Case Studies. To point out the enthusiasm with which these men had participated in the Stillwater training, it is interesting to note, that of the ten we asked to act as conference leaders, all without exception agreed to do so. We had two cases on each successive Wednesday, one in the morning, and one in the afternoon, with a different conference leader for each. This series proved to be so successful, that the conferees themselves asked for an extra day in which they might discuss two additional cases.

Before attending the *Management Seminar* group, most of the men had attended our conference course, *Problems of Middle Management*. This is a conference series, meeting once weekly for ten weeks, in which the conferees themselves rotate as conference leaders. We discuss topics, usually those suggested by the conferees, concerning problems of the Middle Management group. Some of the topics include: coordination of company policies, merit rating, public relations and communications. In that series we use discussion questions, case studies and appropriate films.

Finally, in this group, we have a series which we call *Handling Everyday Supervisory Situations*. This one uses role playing exclusively. It is normally a course which supervisors take only after having had some of the Lower Management Courses. In this course, situations are developed which arise in Middle Management responsibilities. Members take the parts of individuals and attempt to solve the problem presented. These dramas are, of course, unrehearsed. In evaluating the presentation, we have had excellent success using the "Buzz Group" method. That is, the remaining people in the conference group divide into small groups for the discussion, and then provide a spokesman to make their comments to the Conference. We use some role playing in all of our conferences, but this is the only one where it is used exclusively. In formulating the situations, the conference was divided into commit-

tees, meeting in town to decide the general area in which the discussion would take place for the following week. Although some were reluctant at first, the members of the group have become enthusiastic about dramatizing their problems, and consider this series one of the best to date.

#### LOWER MANAGEMENT: SUPERVISORS AND PRE-SUPERVISORS

Before taking the courses already described, most supervisors have had *Developing Leadership* and *The Job of Supervision*. In the *Developing Leadership* course, are enrolled only non-supervisors who have, however, demonstrated some leadership ability. Since this particular group of people have very little experience in using the conference method, we again call on members of Top and Middle Management to help out. A different department manager talks with us from 30 to 40 minutes at the outset of each conference, on the subject of work planning, inducting of employees, cost control, or whatever the subject may be. Therefore, during the ten weeks, we have ten different department managers or others who participate. Questions and rather elementary case study material follow the manager's remarks. In all of the conferences of this type, members themselves act as leaders on rotation. From the group of people who have attended the course in *Developing Leadership*, we have a pool of potential supervisors who are available as new positions arise.

After being appointed a supervisor, and completing *Developing Leadership*, the next course which will normally be taken is *The Job Of Supervision*. This is a rather elementary supervisory course, which again uses the conference method, and which meets weekly for ten weeks. It is conducted in much the same way as the one already described as *Problems of Middle Management* except the topics discussed are less complex, and are those familiar to a new supervisor. They include such subjects as hiring new employees, principles of job instruction, placement and transfer problems and the handling of complaints.

Perhaps a few general principles can be drawn from the foregoing, which might be of help to someone inaugurating a program of Management Training. They would include the following:

1. Start at the top. Get the top men to participate.
2. Steer clear of the academic—have fun.
3. The program must be continuous—not a "shot in the arm" proposition.
4. Analyze the people for whom the program is being developed. Remember they come to each session with assorted beliefs. They interpret their experiences differently, so the problem is to stimulate their thinking, letting each man make his own application to his particular situation.
5. Plan the program. Don't turn the conferees loose to wander about.
6. No training is possible until you get the point of view of those being trained. Stand in their shoes.

Suppose a beneficiary under your group insurance or pension plan dies? Do you know about it? Here's a method for keeping vital statistics on your employee benefit plans accurate and up-to-date.

# Keeping Pension Records Up-to-Date

BY RUSSELL B. JAMES, Employment Supervisor,  
Portland General Electric Company,  
Portland, Oregon

**A**BOUT a year ago it began to appear that several of our seldom used records on older employees were not as up-to-date as they should be, particularly those of beneficiaries under our group insurance and pension plans. This situation is understandable since our company, which has been in business over 63 years, has more than 500 employees with over 20 years' service. Employee record keeping in the early days was not as complete as it is today.

So a questionnaire was drafted to be sent to all employees, including those on retirement, principally to review our beneficiary information. As this presented an excellent opportunity to verify other information, the Employment Office of the Portland General Electric Company requested the help of other interested departments in the Company. Suggestions were also sought from the Business Manager of Local 125 of the International Brotherhood of Electrical Workers, with whom we have had a working agreement for many years.

After all suggestions had been correlated and weighed, those that would clearly contribute to correcting or improving our employee records were incorporated in the questionnaire. As a check on clarity and completeness, the questions were pre-tested among a small number of employees selected at random. This resulted in several additional changes; so it was July 1951 before we were ready to distribute the questionnaire.

We decided to send the questionnaires, with return envelopes included, to our retired employees first. After a majority had been returned and analyzed, we were pleasantly surprised to find that no changes in the form were indicated.

We then established an arbitrary cut-off date of March 31, 1951 and requested our IBM Machine Accounting Section to provide an employee name and address list





### DISTRIBUTION

The questionnaires were then stuffed in "Company Business" envelopes after attaching the corresponding IBM name and department-only sticker to the back of the envelope. The flap was folded inside rather than being glued in the usual manner. This permitted a substantial saving because on the front of the envelope we stamped the Employment Office address. Thus by having the employee cross his name off the back (which conflicted slightly with the written instructions but was clarified in the meetings with the department heads) the same envelope could be used to return the completed questionnaire.

In discussing the best method of mailing the questionnaires with the Administrative Vice President, it had been previously decided to handle the entire procedure internally to speed up response and avoid misunderstandings that might have arisen had the questionnaires been mailed to the employees' homes.

The stuffed envelopes were then grouped by departments and distributed to a few departments at a time. We waited for a substantial return before putting out additional questionnaires.

Before starting the distribution we once again turned to our Machine Accounting Section for a regular list of all employees through March 31, 1951. As the questionnaires were returned we checked the appropriate name on the list. Where any changes appeared we crossed the check mark indicating that the proper corrections had been made. We planned to review the list for cross-check marks or lack of check marks periodically to determine if questionnaires had not been returned by any employee. If such was the case, a mimeographed follow-up letter would be sent out. Sample letters are included elsewhere in this article.

To start the distribution we met with the General Division Manager and his six division managers and chief clerks to explain the objectives of this questionnaire. Each person at this meeting received a blank copy of the questionnaire which was then reviewed and discussed. Each division manager received the envelopes for his division and at the same time he was cautioned about the confidential nature of the inquiry.

We next distributed the envelopes by departments in the metropolitan area of Portland, where the majority of our employees are located. Again a number of the Employment Office staff met with each department head and discussed the details of the questionnaire. By the latter part of November, 1951 all questionnaires were distributed and about 92% had been returned to the Employment Office.

### FOLLOW-UP

The Portland General Electric Company has nearly 1700 employees exclusive of retired people. It was our desire throughout this program to handle it without any additional clerical help. To do this and to accomplish the purposes of the ques-

## SAMPLE OF FOLLOW-UP LETTER

In response to your corrections on the questionnaire recently sent to you, we attach the necessary forms for your signature. If there are any questions which we have been unable to answer in filling out the form for your signature, please jot down those answers at the bottom of this letter and we will then type them in on the forms before forwarding to Metropolitan or Equitable.

In addition to signing each copy of the form in ink be sure to put down the date and, if asked for, have a neighbor or friend sign the form as witness to your signature. If possible avoid having a relative sign as witness because of the possible legal complications.

If you are sure that the form is properly filled out and any unanswered questions have your answers at the bottom of this letter return both copies of the form and your insurance policy (a rider will be sent to you covering pension changes) to this office in order that we may complete our part of the procedure and send the necessary information to the carrier concerned for correction of their records. As soon as we have received the corrected policy we will send it to you.

Be very careful to report any future changes that may affect your insurance or pension coverage to your foreman or supervisor or to the Employment Office in Portland.

Very truly yours,

RUSSELL B. JAMES  
Employment and Welfare Supervisor

## SAMPLE OF REMINDER FOLLOW-UP LETTER

On \_\_\_\_\_ we sent you \_\_\_\_\_ forms for your signature. In order to assure your family of the protection available through these benefit plans, it is necessary that each copy of the form be signed and returned to this office as promptly as possible.

Please give this matter your immediate attention so that we may advise \_\_\_\_\_ of these changes.

RUSSELL B. JAMES  
Employment and Welfare Supervisor

## SAMPLE OF INSTRUCTIONAL LETTER REGARDING DATE OF BIRTH VERIFICATION

In the questionnaire recently returned by you we observe that the *date of birth* shown on our records does not correspond to your record.

For the protection of your family this information must be corrected promptly.

Please submit any one of the following types of documents to the Employment Office in support of your claim of a different birthdate:

Birth certificate—by far the best evidence,

Certified copy of voters registration—available from your county courthouse,

School records,

Insurance policy—at least 5 years old or

Bible record with a sworn affidavit from an adult member of your immediate family.

Whichever document you submit will be photostatted and a copy will be given to you along with the original document. Another copy will be sent to the insurance carrier or their representative and the final copy will be retained in your personnel file.

Please give this matter your immediate attention.

RUSSELL B. JAMES  
Employment and Welfare Supervisor

tionnaire in a reasonable length of time we found it necessary to create several brief mimeographed forms. These were to serve as reminders to employees who wished to make certain changes but neglected to send in their certificates or complete the regular forms provided by the insurance company concerned.

In preparing the questionnaire and the several mimeographed forms we always tried to make a point of explaining why we were sending the inquiry, why we needed the insurance certificate and why certain forms must be filled out. The dispatch with which most questionnaires and forms were returned showed that employees appreciated this courtesy.

In conclusion we know that this undertaking by the Employment Office has contributed to the peace of mind of over 225 employees because there were that many major changes made as a result of the questionnaire. And, in addition, it has alerted all employees to the necessity for keeping the Employment Office informed, through their foreman or supervisor, of all changes that affect their vital statistics.

## The Older Worker

By Eileen Ahern

A few weeks ago, the National Labor-Management Manpower Policy Committee issued a statement urging business and industry to use older workers, who now constitute the largest potential source of labor. The Committee recommends that companies relax compulsory retirement requirements and encourage older employees to stay on the job. Ability, rather than age, the Committee says, should be the basis for selecting employees and determining when they should be retired.

About two years ago we printed here some reviews of books that would help personnel managers recruit and utilize older workers. Manpower problems had become acute because of the war in Korea. Now, employment is still tight, though there are pools of unemployment in various localities, due principally to cutbacks in civilian production. Jobs are now a little over 60-million, and there are less than 1,615,000 unemployed. This means that many companies must employ older workers. To those concerned with special problems inherent in an older workforce, very helpful material will be found in *THE AGED AND SOCIETY: A SYMPOSIUM ON THE PROBLEMS OF AN AGING POPULATION*. (Edited by Milton Derber. Published by the Industrial Relations Research Association, Champaign, Ill. 237 pages. \$3.00.) This is a collection of fifteen papers by authorities on gerontology, social security and industrial relations. The material is limited for the most part to economic problems involved in the aging populations of the United States and Eng-

land. Some of the best material in the collection is by English authors, describing findings from studies on older workers in industry and making clear what we need more research on as well as what existing studies show. Studies of the productivity of workers in the various age groups are needed, for example. And more facts are needed on accident frequency and severity, absenteeism and other practical matters.

Several writers mention the inadequacy of adhering to a rigid standard of when old age begins—such as age 65. Individuals age at different rates and there is a great deal of waste in our economy because of compulsory retirement of people who want to work and are physically and mentally capable of working. Douglas Brown of Princeton suggests that companies might "rehire" workers who have passed 65, and pay them according to their productivity, without giving them seniority rights or permanent tenure. They would, though, get retirement benefits from the company for past service up to age 65. Sumner Slichter says that the employer might keep workers on after they reach the retirement age but reimburse the company from the retirement fund for one-quarter of the amount of wages paid to these workers on extended service. Solomon Barkin gives a union viewpoint of problems in an older workforce, and there is much room, apparently, for management and labor to work out suitable arrangements in specific companies.

These suggestions for flexibility in

retirement plans, in the interests of both management and the worker, are encouraging. Readers may want to look into a survey of compulsory and flexible retirement policies recently published by Princeton. Management, union, and employees' opinions were sought in five companies having a fixed retirement age and nine companies with some degree of flexibility on the time that retirement was compulsory. This study is titled: *RETIREMENT PROCEDURES UNDER COMPULSORY AND FLEXIBLE RETIREMENT POLICIES*, by Helen Baker. (Industrial Relations Section, Princeton University. \$2.00.) Here are the conclusions Miss Baker draws:

1. Although one reason for adopting compulsory retirement plans is to improve efficiency and maintain reasonable promotion chances, only one of 9 companies permitting deferred retirement was of the opinion that deferred retirement resulted in a decrease of efficiency.
2. Most of the companies permitting deferred retirement reported that between 50 and 60 per cent of persons reaching 65 years of age chose to work rather than to retire.
3. Early retirement provisions are rarely used to weed out inefficient employees.
4. Companies with compulsory retirement plans make greater efforts to prepare their employees for retirement.
5. Administration of compulsory retirement plans is much simpler when no exceptions are permitted, although most permit exceptions.

Companies with no fixed age for compulsory retirement have one extremely troublesome problem which receives all too

little consideration in discussions of the older worker. This is the matter of maintaining vigor in the upper and middle management groups.

A fixed age for retirement enables the rising, middle-level executive to measure the opportunities ahead of him. He can be sure that certain positions above him will be vacated at definite times. He knows, then, *exactly* what he is competing for.

Without a fixed retirement age in the management group his future opportunity is uncertain. In such companies the average age of the upper management group is higher—often five to ten years more—than in companies with a fixed age. This means that most of the key posts are held by men whose vigor is on the decline. Such a management group bears a heavy handicap in trying to keep up in competition with a younger organization—one which is inevitably more vigorous.

There cannot be, then, any relaxation of compulsory retirement policies, if an organization is to retain its vigor. It may well be, however, that some flexible modification may be safely adopted for the non-executive employee. Some companies retain retired executives as advisors, or consultants. This also makes for a slower down-trend of compensation for men who have contributed greatly to the success of the organization.

Because of the wastage of human talent there will be increasingly, re-examination of policies of compulsory retirement. But, since the vigor of the organization is paramount, no modification will be wise if it clogs the paths of promotion and keeps in high office men who are past their prime.

# Other Recent Books

**FOREMAN TRAINING IN A GROWING ENTERPRISE.** By A. Zaleznik. Boston: Harvard Graduate School of Business Administration, 232 pages. \$3.50.

This study is in the great tradition of Mayo, Roethlisberger and Whitehead. Mr. Zaleznik, who is Assistant Professor of Business Administration, has written a down-to-earth, readable and stimulating book.

The first 82 pages are a report on the supervisory training activities in a specific and unnamed company. This is done through selected verbatim reports of what was actually said in twelve training conferences, and what several of the participating supervisors thought of the training sessions they attended. The program which is revealed is typical of training programs found in many companies.

In the next hundred-odd pages the clinical focus moves to Tony, a newly-appointed and very typical supervisor in the same company. Again by means of dramatic snatches of real conversation, the reader follows Tony through the first five weeks on his job, and watches the deterioration of his relationships with the workers, with his three group leaders, with the assorted staff men, and with his own bosses.

The last 27 pages of the book drive home the fact that the formal training offered Tony is worlds apart from the practical problems he faces on the job. The author then suggests a more effective—but still abstract—focus for supervisory training in that situation, which sounds logical for application to situations elsewhere.

The book, therefore, is a solid and vital study of "people in quandaries." Any reader will sympathize with Tony; any good training director will pause in the preparation of his next glib discussion

One of the great values of this study is its effective disclosure of the top management's confusion about the subject of training, and their confusion about their own personal responsibilities for developing their subordinates. In the four management echelons directly above Tony, the author identified three distinct, although not mutually exclusive, concepts of the purpose of the training program. The training director's ideas about objectives concurred with none of the ideas expressed by the line management representatives. And in the few conferences led by line executives, little was said that contributed toward any of the stated objectives.

Professor Zaleznik's book would be of greater value if it had been delayed long enough to include a report on the effectiveness of the course revision suggested in the concluding section of the book. Tony himself could probably not have served as an example of supervisory improvement under the modified program, because he had already become a case requiring personal rehabilitation more than supervisory training.

James W. Tower  
Industrial Relations  
Counselors, Inc.

**PERSONNEL ADMINISTRATION.** By William W. Waite. New York: The Ronald Press Company. 1952. 683 pages. \$7.00.

The author of this new textbook on personnel management has much firsthand experience in business. Starting as a plant engineer with the New Jersey Bell Telephone Company, he later became employment and training supervisor. He returned to the company after his duties as an officer during the War, and then went on to teach at the University of Michigan. Currently he is Associate Professor of Industrial Engi-

neering at Columbia University. He also does considerable work in labor arbitration. This background is mentioned because it is reflected in the author's book, which is a very good and practical treatment of personnel management. Factual treatment throughout the book emphasizes how specific problems were solved. A wealth of on-the-job examples are provided. The range of subjects is extensive, reflecting the author's industrial engineering background as well as his personnel experience: Sources of Labor Supply, Recruitment and Selection, Training, Supervision, Job Evaluation, Salary and Wage Administration, Working Conditions, Safety and Health, Employee Merit Rating, Turnover, Absenteeism and Tardiness, Employee Services, Employee Representation, Laws Affecting Personnel Administration. This is but a partial list of subjects, several others emphasize individual and group psychology. Quite a bit of the material is not covered so extensively in other books on personnel management. So this one will interest personnel executives as well as advanced students.

**MAN, MONEY AND GOODS.** By John S. Gambs. New York: Columbia University Press. 341 pages illus. \$3.75.

This lively explanation of economics is for those who have never understood the subject. Written clearly, in non-technical language, it makes difficult economic problems absorbing and understandable without distorting them by oversimplification. It introduces the different schools of economics and shows how the major aspects of economic life, such as money, taxes, banking, business cycles, and international trade, are interpreted by the different schools. Veblen, Keynes, Marx and other economists are dissected by Professor Gambs. He is Professor of Economics at Hamilton College, and author of "Beyond Supply and Demand."

**HOW TO SELECT BETTER SALESMEN.** By William Rados. New York: Prentice-Hall Inc. \$5.00.

"Every man you've fired  
Looked good when hired.  
To get a better man,  
Use a better selection plan."

This jingle would be useful to some of us if it came to mind when hiring a new employee. Too many job applicants are still being selected subjectively. No wonder the results often prove disappointing. Mr. Rados offers some sound guidance for selecting sales personnel, emphasizing the importance of job analysis so that you will know what you need. He offers good pointers on how to evaluate an applicant's background, how to determine how pertinent and successful his past experiences have been. Mr. Rados also shows how job analysis provides a basis for rating performance on the job and developing personnel. Quite a few "packaged" plans have been put out for selecting sales personnel. This is not one of them. Mr. Rados' book is an aid in reviewing and improving present plans. Schenley Distillers and Nash-Kelvinator are among the companies that have been using his methods.

**APPLICATIONS OF PSYCHOLOGY.** Edited by L. L. Thurstone. New York: Harper & Bros. \$3.00.

Here a group of friends and former students of Dr. Walter V. Bingham present papers in his honor. They deal with important applications of psychological principles, with special reference to human relations analysis and measurement. Each of the contributors is an authority in his field. Of special interest will be these: *Creative Talent*, by L. L. Thurstone; *Use of Attitude Surveys in Personnel Practice*, by Bruce V. Moore; *Validation of Measures of Interests and Temperament*, by J. P. Guilford; *A Tool for Selection That Has Stood The Test of Time*, by Marion A. Bills.

# In Perspective...

## PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

COLLECTIVE BARGAINING. By Neil W. Chamberlain. New York: McGraw-Hill Book Company. 1951.

Reviewed by Boris Stern in *Monthly Labor Review*, Oct., 1951

Reviewed in *Management Review*, June, 1951

Reviewed by Vernon H. Jensen in *Industrial and Labor Relations Review*, Feb., 1952

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INDUSTRIAL SOCIOLOGY: AN INTRODUCTION TO THE SOCIOLOGY OF  
WORK RELATIONS. By Delbert G. Miller and William H. Forn. New York:  
Harper & Brothers. 1951.

Reviewed by F. L. W. Richardson in *Management Review*, March, 1951

Reviewed by B. H. Junker in *American Journal of Sociology*, March, 1952

MANAGEMENT IN MOTION. By Neil W. Chamberlain. New Haven: Labor and  
Management Center, Yale University, 1950.

Reviewed by Eldon E. Sweezy in *Personnel Administration*, Nov., 1951

Reviewed by Robert Dugin in *American Journal of Sociology*, March, 1952

MANPOWER RESOURCES AND UTILIZATION. By A. J. Jaffe and Charles D.  
Stewart. New York: John Wiley and Sons Inc. 1951

Reviewed by Aura-Lee Ageton in *Public Personnel Review*, January 1952

Reviewed by Gladys L. Palmer in *Monthly Labor Review*, December 1951

PRINCIPLES OF INDUSTRIAL MANAGEMENT. By L. P. Alford, Revised and  
Rewritten by H. Russell Beatty. New York: Ronald Press Co. 1951

Reviewed by E. H. Koenig in *Advanced Management*, October 1951

Reviewed in *Supervision*, January 1952

READINGS IN LABOR ECONOMICS AND INDUSTRIAL RELATIONS. Edited  
by Joseph Shister. New York: J. B. Lippincott, 1951.

Reviewed by Jack Barbash in *Labor and Nation*, Winter 1951

Reviewed by Florence Peterson in *American Economic Review*, December 1951

Reviewed by Peter Seitz in the *Industrial and Labor Relations Review*, October 1951



THE SUPERVISION OF PERSONNEL: HUMAN RELATIONS IN THE MANAGEMENT OF MEN. By John M. Piffner. New York: Prentice-Hall, Inc., 1951.

Reviewed by Wallace S. Sayre in the *Annals of the American Academy of Political and Social Sciences*, Jan., 1952

Reviewed by Lee Stockford in *Management Review*, Jan., 1952

THE U.A.W. AND WALTER REUTHER. By Irving Howe and B. J. Widick. New York: Random House, 1949.

Reviewed by Saul Wallen in *Industrial and Labor Relations Review*, October 1950.

Reviewed by Wellington Roe in the *Saturday Review of Literature*, December 24, 1949.

Reviewed in the *Monthly Labor Review*, October 1949.

Reviewed in the *New Yorker*, September 17, 1949.

Reviewed in the *American Mercury*, October 1949.

Reviewed by John R. Coleman in *Mechanical Engineering*, April 1950.

Reviewed by Paul K. Hutt in the *American Sociological Review*, February 1950.

WHITE COLLAR: THE AMERICAN MIDDLE CLASSES. By C. Wright Mills. New York: Oxford University Press, 1951.

Reviewed by Paul K. Hatt in *American Sociological Review*, Oct., 1951

Reviewed by Harry Ober, in *Monthly Labor Review*, Dec., 1951

Reviewed by Larry Stessin in *Management Review*, Feb., 1952

Reviewed by David Riesman in the *American Journal of Sociology*, March, 1952

Reviewed by Reuel Denny in *Yale Review*, Spring, 1952

Reviewed by Eileen Ahern in *PERSONNEL JOURNAL*, May, 1952

### SITUATIONS WANTED

*Continued from page 126*

INDUSTRIAL RELATIONS: 4 years diversified experience. Presently employed as assistant labor relations director in plant of 5000. Responsible for contract negotiations and administration, grievance procedure, and foreman training. Previous experience includes personnel selection and placement. Cornell graduate. Age 28. Married veteran. Reply Box 186.

PERSONNEL DIRECTOR: Will relocate. 15 years experience in retail food business. University degree in Personnel Administration and Industrial Psychology. Good health. Interested in well established organization with modern attitude toward Personnel Administration. Reply Box 184.

### HELP WANTED

TRAINING DIRECTOR: For nationally known midwest manufacturer. Will have full responsibility for organization and operation of entire company training program except sales. Young man with college degree and industrial training experience preferred. Send complete resume. Reply Box 185.

# Personnel Research

*Nineteen Year Followup of Engineer Interests.*  
By Edward K. Strong, Jr., Stanford University. *Journal of Applied Psychology*, Vol. 36, No. 2, April, 1952, 65-74.

This is a very important investigation of the permanence of interests, as measured by Dr. Strong's *Vocational Interest Blank*, and how well these interests do predict choice of occupation. Special attention should be called to the fact that the men included in the study were followed for a period of nineteen years.

The data are based on the *Vocational Interest Blanks* of 306 Stanford University freshmen of 1930, a large number of whom also filled out the blank in 1931, 1939 and 1949. Other information about education, vocational choice and job experiences was collected at the same time.

Interest tests are often criticized because there is a popular belief that interests change often and unpredictably. On the contrary, the facts presented here reveal a constancy of interest scores over long periods of time that is remarkable. The reliability of the engineer interest scale is .936. There is clear evidence that the *high* scores, those most like those of the criterion group of 513 adult engineers, are more reliable than low or average scores. It was found that the freshmen who later became engineers overlapped 99 per cent with the criterion group.

Tables are presented to show the distribution of freshman engineering interest scores and college major, and these same interest scores and freshman occupational choice. The freshman interest test scores are then analyzed according to the occupations of these men 19 years later. "The trend is unmistakable that as engineer interest scores increase from 0 to 68, students choose occupations while in college and enter occupations 19 years later

more and more closely related to engineering."

However, only 40% of the 55 freshmen among the original 306 who obtained A ratings for Engineer became engineers. It must be remembered that these same men obtained A ratings in 2 or 3 other fields as well. There is considerable evidence that the higher scores among the A ratings have more significance in predicting occupational choice than the lower A ratings.

One reason that the Strong *Vocational Interest Blank* is the outstanding instrument in this field, is that research has been constant since it was first published. Dr. Strong concludes this report as follows: "Whatever an interest test measures, whether interests, preferences, values, goals, or what have you, it measures something very stable and permanently possessed and something that contributes very greatly to occupational choice."

*Communication, Supervision, and Morale.* By C. G. Browne, Wayne University, and Betty J. Neitzel, National Bank of Detroit. *Journal of Applied Psychology*, Vol. 36, No. 2, April, 1952, 86-91.

This study was an investigation of the communication of responsibility, authority, and delegation of authority by three supervisory levels of women employees of a utilities company. The R, A, and D Scales developed by Stogdill and Shartle were used to measure responsibility, authority, and delegation of authority. The Harris morale scale was the other measuring instrument employed.

The authors include the following results in their summary:

"Individuals estimated their responsibility, authority, and delegation of authority in relation to their position in the company, those nearer the focal point of

the organization having higher scores on all three variables. Responsibility and authority were not estimated to be equal, but most subjects believed their responsibility exceeded their authority. Morale scores were found to be positively related to the echelon level of the supervisors, the inner level supervisors generally having the highest scores."

*Opinions on Communism of Air Force Police Trainees.* By Major Norman E. Green, Air University, Human Resources Research Institute. *Journal of Applied Psychology*, Vol. 36, No. 2, April, 1952, 92-96.

The subjects in this study were young men, mostly high school graduates, who had volunteered for the air force. The control group were 992 incoming students at the Tyndall Air Force Base. The experimental group were 982 outgoing students who had had three weeks of training including 3 periods of instruction on communism. The groups were very well matched on such factors as age, geographical background, and educational achievement. Ten statements were composed by Major Green to serve as the opinion yardstick. The following is an example of the type of item:

"2. Under communism Americans would have to obey orders from the bosses or be put in jail or shot."

Spaces were provided for expressions "no comment," "strongly disagree," "disagree," "agree," and "strongly agree." On all ten statements about communism the overwhelming majority of the airmen were in agreement when they entered the school. Following the third period on com-

munist the majority agreement had increased. The change was reflected principally in a shift in opinion from "agree" to "strongly agree" and in the reduction of those who gave "no comment." "This study supports other investigations showing that a planned program of information can result in definite shifts of attitudes."

*Studies in Job Evaluation. 9. Validity of a Check List for Evaluating Office Jobs.* By Minnie Caddell Miles, Occupational Research Center, Purdue University. *Journal of Applied Psychology*, Vol. 36, No. 2, April, 1952, 37-102.

This is another "job element" method of evaluating office jobs. Several years ago at Purdue University, Culbertson devised an "operational check list" for description of clerical jobs. This article describes a revision of that check list. It operates on the principle of evaluating each job by point rating the time spent on each type of operation and averaging the results. The study is technically interesting. The method, however, is clerical job evaluation "the hard way". Experience shows that the complications and refinements of this type of plan are not necessary. Furthermore, a plan of this kind is limited to routine non-supervisory clerical jobs, which greatly restricts its application. In spite of the limitations of plans of this type it is highly desirable that research of this kind in the field of job evaluation be continued. A debt is owed to a number of colleges for work in this field. Purdue University and Drs. Lawshe and Tiffin are in particular to be commended for their leadership in the analysis of job evaluation.

# Across the Editor's Desk

## With the Local Personnel Associations

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION met on April 21 to hear Erwin H. Schell speak on "Making Employees a Part of the Management Team." Dr. Schell is head of the Department of Business and Engineering Administration at Massachusetts Institute of Technology, and an outstanding authority on organization. He explained how executives can increase the efficiency of business by making better use of employees' ambitions and abilities.

On May 19th the Association received a "110-volt electrified presentation" of "Naval Viewpoints on the Use of Audio-Visual Aids." The speaker was Robert A. Noe, Commander, U.S.N., Special Devices Center, Office of Naval Research.

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION's *Personnel Panorama* for March has an article of special interest. "Industrial Relations in 1952," is by W. F. Boyle, Vice President and General Manager of the Pelton Water Wheel Company. Mr. Boyle feels that the problem in 1952 is "How to work under a union-controlled government in a garrison economy." He would like to see better communications between management and organized labor and more consideration for the unorganized office workers, engineers and salesclerks.

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO has recently held three meetings of interest. On April 22, Willard E. Parker, Director, Personnel Management Consultants, spoke on "Human Relations Training." He described the climate and steps necessary to establish a human relations training program, as well as subject matter and methods used in such pro-

grams. The meeting was co-sponsored by the Illinois Training Directors' Association. Lyle N. Carey, Associate Manager, Education and Personnel, International Harvester Company, and George E. Rodman, Supervisor, Education and Training, Commonwealth Edison Company, were the Co-Chairmen. On May 1, the group heard David G. Moore, Research Associate, the Industrial Relations Center, and Associate Professor of Sociology the University of Chicago, talk on the "Dynamics of Employee Morale." Dr. Will F. Lyon, Director of Medical Services of the International Harvester Company, spoke on May 12. His subject was "An Appraisal of Effective Industrial Medicine."

THE TRI-COUNTY PERSONNEL ASSOCIATION met in Bloomsburg, Pa., on April 23 to learn "How the Cost Department, the Office Manager, and the Personnel Department Can Work Together for Mutual Benefit and Efficiency in Organization." Mr. E. V. Wise, Sr., President of the Wise Potato Chip Company, Berwick, Pa., was moderator. The meeting was held jointly with the National Association of Cost Accountants, and the National Office Management Association. On May 14 the Tri-County Association heard Mr. W. R. Hanawalt, Advisor on Human Relations for the Daystrom Corporation of Elizabeth, N. J., discuss "Cooperative Community Wage and Salary Surveys—Their Accuracy and Technique." Mr. Hanawalt is chairman of the Industrial Relations Committee, Chamber of Commerce, Eastern Union County, N. J., and an authority on Labor Relations, Wages, and Hours. Mr. C. A. Grabarek, secretary-treasurer of the Tri-County Personnel Association, which serves the area around Scranton, was kind enough to inform us of the meetings.

THE PERSONNEL MANAGERS' CLUB OF THE BOSTON CHAMBER OF COMMERCE had their annual meeting and outing on May 20 at the Woodland Country Club. Golf, a social hour, a roast beef dinner, and entertainment made up the program. Officers for the coming year were elected. The current President of the club is Verner O. Nelson, of the Spaulding-Moss Company.

THE MONTREAL PERSONNEL ASSOCIATION held its annual general meeting on May 19th. Dr. W. H. Cruickshank, Medical Director, Bell Telephone Company of Canada, spoke on "Alcohol in Industry." Mr. A. M. Mackenzie, also of the Bell Telephone Company of Canada is President of the Association. Mr. S. M. Gossage, of the Canadian Pacific Railway is Vice President, and the Secretary-Treasurer is Mr. L. A. Lacroix of Belding Corticelli, Limited.

THE PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO met on April 9. Mr. Lloyd Ritter, Information Activities Supervisor for Pacific Telephone and Telegraph Company, spoke on "Communications," explaining some of the important mechanics of communications. This Association puts out a monthly bulletin to help members keep up with association affairs. Wally Hagen is the editor. The leading article in the May issue urges affiliation with the American Society of Personnel Administration. The article points out that the ASPA's code of ethics is consistently parallel to the

intent and purposes of the local group. "Affiliation with ASPA will not lose us our local identity and will enable us to supplement our local services with the many benefits derived from being a part of a national organization," the article concludes.

THE AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION announces in its bi-monthly publication *Personnel News*, plans for the 1952 convention. The convention will be held in the fall in Milwaukee. Details will be published later. The April-May issue also describes the First Annual Personnel Institute, held on May 9 at Fairleigh Dickinson College in New Jersey. Topics discussed at the Institute included, "Executive Development," "Personnel Costs and Budgets," "Evaluating the Effectiveness of a Personnel Program," and "Utilizing the Management Team in Collective Bargaining." The keynote address was made by Dr. E. H. van Delden, Regional Director of the New York Office of Salary Stabilization, who spoke on "Personnel Planning for Tomorrow."

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION of Los Angeles issues a useful news letter called the *Pira-Scope*. Besides news items about the activities and personalities of the association the letter contains district reports and announcements about conferences and publications. There are also, in the April issue, pertinent articles on legislation and employment.

## Conferences

A SEMINAR IN INDUSTRIAL COMMUNICATIONS, sponsored by the House Magazine Institute, was held May 12-15. "Today's Basic Problems in Industrial Communications" was the topic of the first session. Other sessions considered "Industrial Communications as Viewed by University Specialists," "Case Histories in Effective Com-

munications," and "Special Media." The final day of the Seminar was devoted to finding ways of improving the job, with an analysis of advanced layout problems, and advanced techniques in photography, and measuring the job. The last meeting was in the form of a critique session. R. S. Callvert was chairman of the Seminar Committee.

THE INDUSTRIAL MANAGEMENT CONFERENCE held its fifth annual meeting April 17-19 at the University of Missouri. The conference was offered by the University's School of Business and Public Administration, and the Adult Education and Extension Service. Cooperating were the Associated Industries of Missouri, the Society for the Advancement of Management, the Industrial Council of Kansas City, the Industrial Relations Club of St. Louis, and the Kansas City Chamber of Commerce. Among the speakers were John H. Chapman, chief job evaluation engineer, Owens-Illinois Glass Company, Toledo, Ohio, who discussed "Fundamentals of Developing and Operating a Wage and Salary Administration Program." T. S. Lisberger of the employee communications department, General Electric Company, New York City, spoke on "The Inner Man Steps Out." Heath Wakelee, factory personnel manager, Sears, Roebuck and Company, Chicago, talked about "Communications Through the Employee Review Procedure."

THE MIDWEST SAFETY SHOW was produced for the 29th year by the Greater Chicago Safety Council, in Chicago May 6-8. The General Chairman was B. M. Livezey, General Superintendent, South Works, United States Steel Company. The Program Chairman was J. J. Ahern, Director, Department of Fire Protection and Safety Engineering, Illinois Institute of Technology. Interesting features of the program included sessions on "Safety and Industrial Relations," "Industrial Hygiene," "The Problem of Noise in Industry," "Psychological Factors in the Accident Prevention Program," "The Larger Plants Work for Safety," "The Petroleum Industry Looks to Safety,"

"Fire Prevention in Industry," and "Electrical Safety."

"WHERE ARE WE HEADING IN PERSONNEL ADMINISTRATION?" was the subject of a forum meeting held on May 1 by the Management Club of New York University's School of Commerce, Accounts, and Finance. Thomas G. Spates, of Yale University and Wade E. Shurtleff, Director of Industrial Relations, Standard Products Company spoke. Other speakers were Raymond S. Livingston, Vice President of Personnel, Thomson Products Company, and Ellsworth S. Grant, Vice President, Allen Manufacturing Company, Hartford. Each speaker received a plaque for his outstanding service in the field of management. James J. Bambrick Jr., member of the personnel staff, National Industrial Conference Board, moderated the meeting.

"COMMUNICATIONS IN INDUSTRY" is a practical course given by the College of Business Administration at Lehigh University. At the April 30 session a guest panel consisting of the entire *Communications Committee* of the Atlantic Refining Company took over the class. Robert D. Breth, course instructor arranged the meeting. The panel was composed of Randolph S. Driver, Assistant Manager of Industrial Relations and Committee Chairman, Lincoln Attkins, Director of Training, George P. Hopkins, Director of Publications, Carl G. Riege, Director of Personnel Research, Woodson Knight, Editor of the *Atlantic Magazine*, all from Philadelphia. The sixth panelist and only non-communications committee member, was Clyde P. Mumma, Manager of the Eastern Pennsylvania Marketing Region of the Company, in Reading, Pa.

### Ideas from Employee Magazines

EDITORS OF HOUSE MAGAZINES will be interested in a new book, *Public Relations*, by Edward L. Bernays, the distinguished

public relations consultant. A chapter on the "Truth about house magazines" is the result of a survey conducted among 100

corporation heads. Those consulted included the presidents of General Foods, Burlington Mills, the National Cash Register Company, Armour, Pillsbury Mills, Chrysler and Ford. The author urges house organs to deal with the fundamental issues in which their publics are vitally interested, including the economics of the industry, management-labor relations, wages and prices. The book is published by the University of Oklahoma Press.

THE MILWAUKEE GAS LIGHT COMPANY has an employee magazine called *Gas News* which appears monthly, printed on slick paper, and illustrated with many informal photographs. Jack Hackl is the editor. He and his staff include many features such as biographical sketches of employees, and descriptions of what employees are doing both on and off the job, that must make for good company morale. A "Social Security Quiz" in the April issue presents useful information in a convenient form.

THE ARMCO STEEL CORPORATION, of Middletown, Ohio, puts out an impressive monthly edited by C. E. McIntire. King-size, and on slick paper. The magazine is composed almost entirely of photographs, giving a vivid impression of activities and personalities throughout the company. Three very striking pictures of construction work at the Ashland Armco plant, published in the February issue, were made by reticulating a negative, and using a reverse or negative print.

THE SOUTHERN STATES COOPERATIVE, INC., publishes an employee magazine, *The Southern States-Man*, which appears monthly on slick paper in newspaper format. The

March issue carries an article of importance to every employee, telling them about the information to be given them on annuities accrued under the Retirement Pension Plan. The Southern States Cooperative felt that most employees actually knew very little about the security benefit offered them through the pension or retirement plans. It was decided to send each employee a confidential report informing them of their status in the Pension Plan. One of the ideas behind this move was that if employees with several years of service realized how much annuity had been purchased through the Pension Plan they would think twice before considering outside offers. Mr. R. E. Bentley, Director of Personnel, generously described the procedure for us.

FACTORY MANAGEMENT AND MAINTENANCE, whose editor is Harry Lee Waddell, comes up with a *Retirement Quiz* in its May issue. Fifteen questions listed on the cover allow you to compare your opinions with the results of a survey described in an article, "What Pensioners Really Think and Do About Retirement." The survey points out that although "experts" usually claim that if you hope to retire successfully you need to adjust to a lowered income, keep active and expand your interests, the experience of pensioners does not always confirm this theory. About half of the 483 men surveyed prefer being retired. Most pensioners say it was easy to get used to being retired, but that they were happier before retirement. Only one out of four says money is his biggest problem. Three pensioners in every five say that they have kept busy. But keeping busy doesn't guarantee contentment. Working about the house or in the garden is the activity pensioners report most generally. Almost half the pensioners have no hobbies.

### Publications

PLANNING AND DEVELOPING THE COMPANY ORGANIZATION STRUCTURE, by Ernest

Dale, is a research report recently published by the American Management Asso-

ciation. Mr. Dale is AMA Research Associate and Assistant Professor of Industrial Relations at the Graduate School of Business, Columbia University. The 250 page analysis is the result of a two-year investigation of company organization problems. The survey notes: a definite movement away from one-man rule, and towards group decision-making; increasing centralization of control; conflicts between staff and line; increasing span of control; greater interest in studying the impact of the chief executive on the organization; a trend away from the "earthquake approach" of organization change. Copies are available from the American Management Association, 330 West 42nd St., New York, at \$3.00 for members and \$4.50 for non-members.

YOU CAN WIN is the title of a colorful pamphlet on how to make the best use of suggestion systems. It was written by William S. Wilcox, Suggestion System Co-Ordinator of the Socony-Vacuum Oil Company, Inc. It is published by the Bureau of Business Practice, and can be used by any company operating a suggestion system, or by any employee who would like to win an award under such a system. The material is readable and useful and illustrated with lively cartoons.

INDUSTRIAL TRAINING—A GUIDE TO SELECTED READINGS, is a new bibliography issued by the New York State School of Industrial and Labor Relations at Cornell University. It was compiled by John M. Brophy of the School, I. Bradford Shaw, bibliographer for the School's library, and Fred T. Golub, associated with the Rutgers University Institute of Management and Labor Relations. The bibliography covers material published from 1948 to 1950. Subjects include orientation training, apprenticeship training, foremanship and supervisory programs, executive and managerial training. Other topics listed are group

dynamics, policies and procedures, business training, safety training, evaluation of programs, and the legal aspects of training. Copies are free to New York State residents and may be obtained from the Distribution Center, New York State School of Industrial and Labor Relations, Cornell University. There is a charge of 15 cents a copy for out-state and bulk orders.

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION's research division has published an address by Alexander R. Heron, Vice President, Crown Zellerbach Corporation, on "Government Dictation vs. Collective Bargaining." Another recent publication of the same group is "The Establishment and Maintenance of a Leadership Program," by J. W. Quigg, Manager, Supervisory Training, Air Reduction Company, Inc., New York. Both are available at \$1.00 a copy from the Association, 2180 Milvia St., Berkeley 4, California.

INDUSTRIAL TRAINING ABSTRACTS is a handy quarterly put out by the Wayne University Press. The winter issue has abstracts on such subjects as worker training, foremen and supervisory training, training methods, evaluation and relations. The editor is Roger M. Bellows. Annual subscriptions are \$3.00, single copies \$1.00. They may be obtained from Wayne University Press, Wayne University, Detroit 1, Michigan.

Psychological Book Previews, issued quarterly, is devoted to descriptions of forthcoming books written by their authors. The April number includes previews of *Psychology in Industry* by J. S. Gray; *Readings in Industrial and Business Psychology*, by H. W. Karn and B. von H. Gilmer; and *Theory and Principles of Industrial Psychology*, by W. A. Kerr. John W. French is the editor. Subscriptions are \$4.50 a year, \$1.25 a copy, and may be



obtained from *Psychological Book Reviews*, 31 Markam Road, Princeton, N. J.

A SYNOPSIS OF EMPLOYEE BENEFIT PLANS is put out by *The Texas Company* in a vest-pocket edition, two and a half by four and a quarter inches. The leaflet is printed on a single sheet of stiff paper, folded into thirds. It describes for ready reference, group life insurance and pension plans, the vacation plan, the accident and sick benefit plan, the permanent total disability plan, and the hospital and surgical benefits plan. Edward C. Brehmer, Assistant to the General Manager, Industrial and Public Relations, the Texas Company, was good enough to send us a copy.

HOW TO TRAIN YOUR EMPLOYEES, (a Four-Step Method) to Build Profits, Sales, Prestige, is an attractive brochure recently published by the Metropolitan Life Insurance Company. It is printed in bold black and red, and illustrated with amusing drawings of penguins. *Employee Contests as Morale Builders*, another pamphlet put out by the same company, consists of sixty-eight pages, printed in offset between stiff covers. This is a comprehensive handbook in two parts. The first section deals with the contest and its place in the employee relations program, the second gives typical examples of employee contests. Both publications were issued from the Policyholders Service Bureau, Metropolitan Life Insurance Company, One Madison Avenue, New York 10.

A SUMMARY REPORT OF THE SECOND MINNEAPOLIS—HONEYWELL CLERICAL OPPORTUNITY SCHOOL, has been published by the company through its Personnel and Industrial Relations Department. The Opportunity School, Aeronautical Division, was held January 1, through March 20. The general objective was to improve the skills and work attitudes of the girls who attended, and help prepare them for posi-

tions of greater responsibility. The report includes charts showing improvement in shorthand and typing, and instructor comments. There is also a summary of an anonymous questionnaire. The report is mimeographed and was sent to us by Howard P. Mold.

GENERAL ELECTRIC COMPANY, through an Employee Relations News Letter for circulation among General Electric Management, calls attention to a leaflet, *What to do about Communism in Unions*. Four, by eight and a half inches, and twenty two pages long, the letter size booklet can be tucked in a coat pocket conveniently. The text takes the form of "a letter to Senator Humphrey, in response to his request for our views on this subject for use by the Senate Subcommittee on Labor and Labor-Management Relations," according to the explanation on the fly-leaf. The letter takes the position that "government—and not the employer, union, or other private entity—is the only competent agency for objectively and authoritatively identifying, exposing, removing, and rendering ineffectual any communist leaders or allied enemy agents found in labor unions."

THE RESEARCH INSTITUTE OF AMERICA has concluded a survey on the *Problems of Supervisors* which shows that executives and foremen differ considerably as to the emphasis they put on various aspects of their work. Questionnaires were sent to 2000 executives and 2000 supervisors, whose replies showed that both groups felt the building of initiative among the workers of great importance. However, only 65% of the executives felt that their supervisors need guidance on getting along with the boss, while nearly 80% of the supervisors felt the need of guidance. The survey points out that "failure to think alike is not evidence of a communications breakdown—though that may be a factor in some companies. Even with the best interchange of

information and opinion, supervisors are bound to develop their own unique set of values because they are subject to a distinctive set of pressures, different from higher management's."

THE GREENBRIER AND COTTAGES, White Sulphur Springs, West Virginia, has put out a new handbook which will be of interest to many employers because it is the result of an unusual effort to assure readability. The management had discovered that earlier handbooks were being read by only 68% of the employees. Particular attention was paid, therefore, in the new book, to layout and design. The result is a very attractive book of 28 pages, plus a gay cover consisting of a photograph of the hotel. A bold use of color compels the reader's attention, and amusing sketches amplify the text. A chart which explains all the notations on the paychecks is an especially useful feature of the handbook. Mr. Ray W. Hurd, Personnel Director of the Greenbrier was kind enough to send us a copy.

ROGER BELLAWS AND ASSOCIATES announce the recent organization of their firm in Detroit. They offer professional personnel consulting services to business and industrial managements. Dr. Bellows was formerly chairman of the Department of Personnel Methods, School of Business Administration, and is now Director of the Personnel Research Center at Wayne University. The firm has offices in the Maccabees Building.

THE AMERICAN SOCIETY OF TRAINING DIRECTORS publication, *The Journal of Industrial Training*, in its November-December 1951 issue contains an article entitled "Personnel Training at Dallas Power & Light Company" by F. M. Keith, Training Coordinator of the Company. This was a paper presented at the Fourth Power Distribution Conference held at the University of Texas in October 1951. In describing the various

types of training done by his company Mr. Keith lists the areas of training "by intention" as: Supervisory Personnel, On-the-job Instruction, Company Training for Graduate Engineers, Apprentice Training, Accident Prevention Training, Indoctrination of New Employees, General Economic Education, Company Training for Engineering Students, and Miscellaneous Training for Employees.

In the same issue Bill N. Taylor, City Manager of Wichita Falls, Texas, writes "Appraising a Supervisory Training Program." Mr. Taylor will be remembered for his article, "Some Supervisors Won't Learn," which appeared in the PERSONNEL JOURNAL for February.

THE BUSINESS INFORMATION BUREAU OF THE CLEVELAND PUBLIC LIBRARY covers the subject of *Counseling in Industry* in the September-December 1951 issue of its bulletin, Business Information Sources. This is a selected list of references dealing with the ethics of counseling, how it is used in industrial organizations, what the counselor does, the background and training he needs for this work, how he can help employees make necessary adjustments, etc. Included in the listing are 11 articles from PERSONNEL JOURNAL, the most recent being *Psychological Testing Helps the Individual Too* by Martin M. Bruce, September 1950 issue; *Mental Health for Employees* by Thadene Hayworth and Janet Dolan, June 1949; and *Differences between Clinical and Industrial Non-Directive Counseling* by Dougald S. Arbuckle, April 1948. Copies of *Business Information Sources* are available at 10¢ each from Miss Rose L. Vormelker, Business Information Bureau, Cleveland Public Library, 325 Superior Avenue, Cleveland 14, O. Subscription to the bulletin, which is published four to six times a year, may be had for two years at \$1.00.

WEIRTON STEEL COMPANY of Weirton, W. Va., is the subject of a series of seven articles from the Pittsburgh Press by

William A. White, Staff Correspondent. The articles, stressing the freedom-loving, forward-looking united spirit of the company and the town (the President is the Mayor) are published in a large and attractive 24-page booklet, plentifully illustrated, entitled *Weirton—Where Freedom Rings*.

INDUSTRIAL RELATIONS RESEARCH ASSOCIATION has issued a handsomely printed paper bound volume of 388 pages, containing the proceedings of the Third Annual Meeting held in Chicago, December 28th and 29th, 1950. The report of the proceedings was edited by Milton Derber. The proceedings contain the full text of all papers presented at this meeting, divided into ten parts covering such subjects as Wartime Labor Relations, Manpower Utilization, Employment Security and Defense, Wage Theory, Experiments in Inter-disciplinary Research and others.

The Association has also published under date of December 1951, "Industrial Productivity: A Social and Economic Analysis". This is handsomely printed in 224 pages and paper cover. Editor is L. Reed Tripp and the editorial board under whose direction the report was prepared consists of Solomon Barkin, Hiram Davis, Benedict Saurino and William Fred Whyte. The text is composed of twelve separate papers by as many authors, among which are several by members of the editorial board.

GENERAL MOTORS offers an attractive booklet containing a talk by their President, C. E. Wilson, before the Business Advisory Council, Washington, D. C., in which Mr. Wilson sets forth his views on *Some Aspects of Economic Stability*. The 28-page booklet has been published for GM men and women by the Employee Relations Staff, GM Information Rack Service.

THE NATIONAL SOCIETY OF PROFESSIONAL ENGINEERS in a nationwide survey of 350 industrial companies employing some 50,000 engineers found that an estimated

60% of the potential managerial talent of engineers is being lost to industry today due to poor communications between engineers and top management. Its 48-page report of the six months survey, titled *How to Improve Engineering-Management Communications*, is the first of a series of executive research projects by the Society to help alleviate the current shortage of engineers. The second study, on utilization of engineering manpower, is now under way. Copies of the communications report may be obtained from the national headquarters of the Society at 1121 Fifteenth St., N.W., Washington 5, D. C. The price is \$2.00 per copy up to 25 copies, for members \$1.00, with prices for quantities over 25 quoted on request.

THE CHAMBER OF COMMERCE OF THE UNITED STATES in publishing a 56-page booklet titled *Communism: Where do we stand today?* brings up to date the major studies on this subject which the Committee on Communism made during the years 1946-48. Considering the Enemy We Face—the Soviet Union—and the Enemy Within—the American Communist Party—the booklet says, regarding communism in the labor movement, that "Non-communist labor unions and industry could do much to weaken the power of communists by cooperative action." It goes on to cite the importance of "highly capable industrial relations teams" in building sound, constructive leadership, which can influence the views and allegiance of workers, to prevent sabotage, strikes, slow-downs, impaired morale. Chairman of the Committee on Communism 1951-52 is M. K. M. Murphy, President of Boiling Springs Savings & Loan Association, Rutherford, N. J. Additional copies of the report may be ordered from the Economic Research Department of the Chamber of Commerce of the United States, Washington 6, D. C. Single copies are 50¢ each, 2-5 copies 35¢ each, 6-49 copies 25¢ each, and 50 or more 15¢ each.

## SITUATIONS WANTED

**LABOR RELATIONS:** Attorney. Two years' experience in negotiations, arbitration, contract writing. NLRB, Wage and Hour, wage and salary administration and stabilization. Seeking position in New York City industrial area. Age 28. Present salary \$4000. Reply Box 178.

**ASSISTANT TRAINING DIRECTOR:** Heavy experience in supervisory training, using conference role-playing and case discussion methods. Able to analyze needs and adopt material. Additional experience in interviewing and placement work for large university; college graduate; age 48; prefer Metropolitan New York area. Reply Box 179.

**INDUSTRIAL RELATIONS SUPERVISOR:** Available after October 1, 1952, industrial relations supervisor seeking new connection. Mature man, good educational background, broad administrative experience in personnel and labor relations work including eight years in national periodical publishing field, two years Safety Director aircraft parts manufacturing plant; two years Personnel Manager U. S. Navy Equipment Repair Depot; past 7 years personnel supervisor large middle east oil company employing more than 10,000 employees all races, twenty nationalities. Diversified experience embraces contract negotiations, wage administration, job evaluation, recruitment, placement, counseling, benefits and other phases employee relations work. Reply Box 167.

**PERSONNEL ADMINISTRATOR:** Mature and experienced, seeks position with small progressive firm. Finest education and references. Versatility assures maximum service where official family is limited in size. Ability to promote sound human relations. Reply Box 183.

**ASSISTANT TRAINING DIRECTOR:** MS degree in Industrial Psychology. 1½ years graduate work toward Ph.D. Two years college teaching experience including teaching of adults. Experience in Air Force Engineering Office. Graduate assistant experience in University Counseling Center. Prefer to locate in Penna. or bordering states. Reply Box 172.

**PERSONNEL DIRECTOR:** Sound training, plus six years of executive Personnel Administration experience. Successful record of achievement in plants of 500 to 3000. Age 34, married, degree, midwest location preferred but *not essential*. Resume interview at your request. Reply Box 173.

**PERSONNEL ASSISTANT:** Graduate engineer presently working evenings on Masters in Industrial Psychology desires position as psychological or personnel assistant. Chicago area. Reply Box 182.

**INDUSTRIAL RELATIONS AND PERSONNEL MANAGEMENT:** Several years in industrial relations and personnel management in steel industry. Broad experience representing management in administration of labor contracts; supervising employment, safety, training programs, developing procedures pertaining to wage rate, technological, production, legal problems. Capable as director or assistant director. College and post-graduate law degrees. Age 47. Resume/interview. Reply Box 175.

## HELP WANTED

**PERSONNEL ANALYSTS:** Foreign Service. University graduates with three or more years in analysis and development of employee benefit programs and employee relations policy formulation. Experience with foreign nationals particularly desirable. For major oil company with extensive Middle Eastern operations. Write giving personal history and work experience; please include telephone number. Reply Box 180.

**DIRECTOR OF PERSONNEL:** City of Baltimore, Maryland. Salary \$9000. Requires Baccalaureate Degree plus 10 years personnel experience, 2 years in public personnel and 5 years in administrative capacity. Appropriate Masters Degree will be substituted for 2 years of personnel and administrative experience. Reply City Service Commission, 107 City Hall, Baltimore 2, Md.

**JOB ANALYSTS:** Foreign Service. Engineering or Business Administration graduates with two or more years of Industrial Wage and Salary Administration. Knowledge of factor comparison or point rating systems of job evaluation. For major oil company with extensive middle eastern operations. Write giving personal history and work experience; please include telephone number. Reply Box 181.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line, 10% discount for two insertions, 20% off for three insertions or more.

*continued on page 109*

# PERSONNEL Journal

*The Magazine of*

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# Conference Calendar

## SEPTEMBER

- 17-18 New York. Waldorf-Astoria  
*National Industrial Conference Board, Inc.* General Session for all Associates.  
247 Park Avenue, New York 17, N. Y.
- 29-30 New York. Hotel Astor  
*American Management Association, Inc.* Personnel Conference. Mr. John Binns  
Personnel Division Manager, American Management Assn., 330 W. 42nd  
Street, New York 36, N. Y.

## OCTOBER

- 20-21 Chicago. Hotel Drake  
*The National Association of Suggestion Systems.* 10th Annual Convention.  
Mr. H. J. Richey, National Biscuit Company, 449 W. 14th Street, New  
York 14, N. Y.
- 20-23 New York. Hotel New Yorker  
*Civil Service Assembly.* Annual Conference on Public Personnel Administra-  
tion, 1313 East 60th Street, Chicago 37, Illinois
- 21-23 Berkeley, Calif. Claremont Hotel  
*California Personnel Management Assn.* 28th Pacific Coast Management Con-  
ference, Everett van Every, Dir., Calif. Personnel Mgt. Assn. 5th Floor,  
Farm Credit Building, Berkeley 4, Calif.
- 30-31 New York. Hotel Statler  
*Society for the Advancement of Management.* Annual Fall Conference, Head-  
quarters, 84 William Street, New York 38, N. Y.
- 30 Victoria, B.C.  
*Pacific Northwest Personnel Management Assn.* Annual Conference, Executive  
Secretary, Wm. C. Ludders, % Portland Gas & Coke Company, Portland,  
Oregon

## NOVEMBER

- 1-2 Victoria, B. C.  
*Pacific Northwest Personnel Management Assn.* Annual Conference, Executive  
Secretary, Wm. C. Ludders, % Portland Gas & Coke Company, Portland,  
Oregon

# Editor to Reader:-

A REUNION WITH OLD FRIENDS is always pleasant. This is especially true when the meeting has to do with something that was an important part of your life at one time. About once a year I am asked to attend one of the monthly luncheon meetings of the bank personnel men in Philadelphia. There is a representative from each of the nine larger Philadelphia banks. Each one represents from 500 to nearly 2,000 employees. I had a small part in organizing this informal series of meetings more than 10 years ago and it has been a useful means of exchanging information on matters of mutual interest. No minutes or other records are kept of these meetings. The only organization is that each member in turn is host for luncheon for the group and as such prepares an agenda of subjects which are suggested by individual members in advance of the meeting. The topics discussed at this meeting which I recently attended included such familiar items as salary surveys, employee benefit costs, job evaluation analyst's time, attitude surveys, excess workmen's compensation, payroll costs and unemployment compensation procedures. The discussions tend generally to be in the policy area. Members are mostly Vice-Presidents of their respective organizations. Personnel and Industrial Relations Directors everywhere would find such an informal exchange of views helpful. There are, in fact, a great many similar organizations in different parts of the country, some of them having been in existence many years. As usual, the success and persistence of such a group depends heavily on the enthusiasm and continued interest of one person. In the case of the Philadelphia bank group this individual is Jack Adams, now Vice President of the Girard-Corn Exchange Bank. Originally

when the group was formed Jack was just "a boy." Now he has grown to full stature and has equal or greater responsibility than any other member of the group, since his bank is now the second largest.

THE CLEVELAND CHAMBER OF COMMERCE is one of the more active ones in the services performed for personnel and industrial relations people. Through the kindness of Bill Donaldson we receive their publications. An interesting recent one is called "Keeping Informed in Personnel Management," dated June 1952. This is similar to another such report issued several years ago which summarizes the results of a checklist questionnaire returned by 82 personnel managers from Cleveland industries. This one, 3½ pages mimeographed, lists the sources of information regularly consulted by personnel managers in the course of their work. Based on the returns from these 82 men the conclusion is drawn that "the typical personnel manager regularly reads one specialized periodical, four periodicals on related business subjects, two commercial information services, and one government service. He relies on one research organization and one employer association, belongs to one professional organization and attends one or two personnel conferences each year." Naturally, one of the most frequently consulted periodicals in the personnel field is PERSONNEL JOURNAL.

The Cleveland Chamber of Commerce has also recently issued "Who Do You Know?" This periodical is "A Guide To Public Agencies." It lists all the public agencies in the city including those of the city itself, of the transit system, police and courts, agencies dealing with welfare and relief, medical problems, education, real es-



tate and miscellaneous. Such a publication would be of great value to personnel people in all cities.

SOME OF YOU WILL REMEMBER a stimulating article in *PERSONNEL JOURNAL*, "Executive Development—The Personnel Man's Challenge" by Morris I. Pickus, December 1951. A letter from Ernest D. Phelps, Associate Professor in the Department of Economics at Worcester Polytechnic Institute has this to say, "The article by Morris I. Pickus rings two bells with me. One bell for applause, and one bell of alarm." After commending the article for a number of important points which Mr. Pickus made, Professor Phelps says "but training is a line function." He goes on to say, "While consultants and staff people are, or may be, necessary to assist the line people in planning and carrying through their training functions, the developing managers look to the same men for guidance and strengthening of their own resources that they look to for direction in carrying out of their present duties." Professor Phelps wants executive training carried on by the executives themselves. There is much to be said for this view but on the other hand if all training is to be done this way among executives I'm afraid there will not be very much executive training. The success of the American Management Association Workshop Schools is an illustration of this point. I go along with Professor Phelps that the real inspiration, guidance, direction and enthusiasm will be conveyed to executives only from their chief. It is expecting a good deal to have all specific training carried on by busy executives; it just won't happen. In the ideal situation executive training programs will be inaugurated and guided—and even "propelled"—by the responsible top executive. Many times, however, this doesn't happen. In such a situation are we to have no training at all? Isn't the answer that we must get training and development for executives by one means or another?

The *best* means is certainly from the top boss. Let's have training anyway.

THERE IS A STEADY INCREASE in the number of bulletins on personnel relations matters issued by management and sent to management employees. In some cases these are restricted to personnel and industrial relations people and in other cases they deal with employee relations matters for the interest of all the executives of the company everywhere. A new one to me is "Traffic Mirror." This is a "Personnel relations memo for all management employees." It is issued in the northeastern area of the Ohio Bell Telephone Company and is printed on the front and back of a single letter-size sheet. The issue for June 1952 is No. 22. It contains a short discussion of delegation, an explanation of the value of case studies in improving supervisory-employee relations, and a number of other similar short items that would be helpful to executives and supervisors in their relations with their employees. The one on case studies was abstracted from an article in *PERSONNEL JOURNAL*, May 1952 by Nathaniel Cantor, "Training Is Not Telling." This issue was sent to me by Mr. W. A. Rudy of the Ohio Bell Telephone Company, Cleveland.

One of the more ambitious bulletins of this kind is one issued by General Electric, "Employee Relations Newsletter—for circulation among General Electric management." It is 4 pages printed and apparently appears several times each month.

Industrial Relations Newsletter is issued by Winchester Repeating Arms Company, Division of Olin Industries, Inc. New Haven, Conn. It is intended for circulation to all supervisors and is the product of the Industrial Relations Division of that Company. It is printed by offset on front and back of a letter-size sheet over the signature of R. I. Metcalf, Director of Industrial Relations for Winchester Repeating Arms Company. It is through his courtesy that



I have received a number of copies. In his accompanying letter Bob warms my heart by describing himself as "an avid reader of PERSONNEL JOURNAL."

LABOR UNIONS ARE ORGANIZED primarily to band employees together to gain rights and advantages from employers that they might not be able to do if unorganized. But labor unions are also political organizations. They must have platforms which appeal to the mass of union members, who are also union voters. It is true that some unions have been so organized that their individual members have virtually no choice. Nevertheless, in the long run union programs must appeal to union members if their support is to be continued. If unions are in any sense political then union leaders are, in that same sense, political leaders. For the long pull, then, we should expect that union leaders will demonstrate increasingly a high order of skill in union politics. Judging by the history of older countries where unionism has been strong for a longer time, we must also expect that union leaders—who are also union politicians—will, eventually, become politicians in the broadest sense of the word. This is already becoming evident in the activities of unionism in American national politics, particularly in the Democratic party. There appears to be a slow trend towards unions in politics. This movement will be watched with great care by clear-thinking management. Industry's stake is as great as that of organized labor. There is perhaps room for apprehension lest American business and industry be caught in a political squeeze. It is the present policy of the Democratic party, most notably illustrated by the actions of President Truman, to promise each strong minority group the benefits which appeal to that group. So long as this can be done for one group without offending others the plan will have the effect of welding together a great many special interests. In this country it is the way in which minority parties fuse them-

selves into one of the national parties. It seems open to question whether in the long run this will not also have the effect of destroying two-party politics in the United States and substitute for it a number of strong minority parties. Regardless of the outcome wise management will study labor's political activities with the closest attention.

GENERAL ELECTRIC COMPANY in its "Employee Relations Newsletter" of June 13th has an interesting discussion on the so-called "annual improvement factor" which is based, in theory at least, on increased productivity of hourly workers. The Newsletter regards this as a specious issue and one designed primarily to find a way to raise wages in the face of WSB restrictions. "Inflationary" is the better word for this device, they think.

The Newsletter of May 16th deals with a variety of labor matters. One of the more interesting is a comment on the attitude of the political administration in dealing with labor matters. It refers to the demand of the unions at the Lockland, Ohio, Military Jet Engine Plant. Following union demands there was a meeting in Washington sponsored by the Federal Mediation and Conciliation Service. General Electric objects to the way in which this meeting was opened by the representative of the Department of Defense who said, "We cannot permit a strike even for one day." As GE points out, such a statement puts all the cards in the hands of the union officials since a strike in a defense plant will be considered by the administration as a direct threat to the national defense. This, of course, is the kind of politics the administration has been playing in all recent union matters. Witness the statements of the President from time to time about the steel strike. These indicated such a biased attitude toward labor that there was no mistaking the desire of the administration to give the unions what they wanted.

COMPULSORY UNIONISM has been the last remaining issue in the steel strike, and in some others. The General Electric Commentator, addressed to all General Electric employees "their families and their neighbors," reviewed the characteristics of compulsory unionism in its issue of May 23rd. It points out that the greatest growth of unions has come in times of war or national defense when, in order to ward off strikes in defense industries, a government frequently imposes some form of compulsory unionism to buy off the union and avert a strike. Industry may be grateful that the recent steel strike was settled without its having to accept the union shop which the politicians tried to force on it.

HOW TO MAKE DECISIONS BETTER AND FASTER is the title of an interesting article in *Factory Management and Maintenance* for June 1952. It was written by Professor R. F. Wallace of the University of Mississippi. He gives 6 ways in which the executives can make better decisions and give them out faster. With each suggestion is an explanatory comment, which there is not room to reproduce here. The 6 ideas are—

1. Spot what is important.
2. Use the process of delegation.
3. Use the exception principle.
4. Use staff advice and counsel.
5. Use the principle of specialization.
6. Use consultative supervision.

There is another important limiting factor in making decisions rapidly and effectively. There is a great difference in the way in which different people make decisions. Some tend to make all decisions quickly. Others tend to delay and debate. Each method has its strength. A man who can make prompt decisions makes more and faster progress. The man who delays and deliberates tends to make better decisions. This is particularly true in the field of scientific research and in teaching. Each method, while it has its strength, also has its weakness. The weakness of the man who makes

quick decisions is that he will make more poor ones. It is open to question whether it is better to make fast decisions and have a few wrong ones than to delay. The weakness of the man who makes his decisions only after careful consideration is, of course, that he may not make them at all. Such indecision is particularly crippling in an executive position. Carl Jung, one of the world's three "greats" among the early psychiatrists, dealt with these differences during his lifetime of studying the workings of the human mind. It might be asked, what can you do about it if your tendency is to make snap decisions? The answer is obvious; continue to make quick decisions in the areas with which you are most familiar and where you are sure of your facts. In such areas your judgment will be most accurate. Proceed with caution in those areas where you are not so much at home. What can a man do who is prone to deliberate before reaching a conclusion? Among other things, he can, as Professor Wallace suggests, delegate liberally. He can also use staff advice and counsel and follow the principle of specialization. Consultative supervision, also one of Professor Wallace's suggestions, will help the executive who is prone to deliberate before reaching his conclusions. As a matter of fact, these various aids will help both types. Study yourself and see whether you are prone to reach your decisions too fast or whether you are one who deliberates and finds decisions hard to reach. When you have decided which way you work then study the advantages of that method and also the disadvantages and weaknesses. Help yourself to overcome your weaknesses or rather offset them by some of Professor Wallace's suggestions and by others which you can think up yourself.

A PLEASANT LETTER comes from Jim Kahlert who was until recently the Vice President and Personnel Director of the famous Brooklyn Department Store, Abraham

& Straus. Jim writes "As one of your subscribers I continue to read with interest the monthly Journals that come to my desk. Like many of your friends who write in to commend the various articles presented, I, too, nod my head with approval over most of the articles that I read, particularly those that stem directly from your pen. Just to pick out one illustration—I was particularly pleased that you included in a recent issue the squib about the matter of discrimination as opposed to discrimination with prejudice. I think it was a very proper and timely distinction and I especially liked your straightforward presentation."

We like to be praised and we don't mind being criticized but we hate to be ignored. Thanks Jim.

OURS IS A GREAT COUNTRY and I enjoy more than most anything else my travels here and there. In recent months I have been going to Michigan, a part of the country I had seen very little of before. I have motored to a number of cities including, besides Detroit, Flint and Lansing. It has been interesting to see the kind of country and the people. The country is rich agriculturally and contains much manufacturing as well. The atmosphere is pleasant and wholesome and essentially American. In Flint I have been entertained a number of times at the Dairy Lunchroom of the Food Markets. Many of the business men of the town come there and sit at a long table. Their wants are attended to by Maxine with the closest personal interest that could be desired. Maxine is a tall, efficient girl with a great deal of personality. Not too much, mind you, which can be annoying. Enough, though, to make you feel that she is interested in your wants. It makes your lunch more than just a meal.

"I NEED HELP" is the title of a very warm story about the counseling service for employees in *Standard Oil of New Jersey*. The story is skillfully told in the March

issue of "The Lamp" issued by the Standard Oil Company (N. J.) four times each year.

THE LABOR PRESS was the subject of an interesting article in *Modern Industry* for June 15th. The theme of the article was the advisability of management reading the labor press in order to find out what labor is thinking about and to see the kind of ideas that are being offered to their employees. Sometimes these are greatly at variance with their own notions of what's correct. As the author says, "Labor papers may produce a variety of reactions in management representatives, ranging from boredom to rage. But, for inside information as to what makes the other fellow tick, they are highly useful."

HOW MUCH WILL YOUR PENSION BE? *Southern States Cooperatives*, one of the great cooperative corporations in the farm movement, believes in letting its employees know where they stand in their pension period. They believe that when employees know how large the figures are that it will be a strong inducement to remain on the job and not seek another. Recently it was decided to address a confidential memorandum to every employee who was contributing to the pension plan and also to all those whose length of service entitled them to an appreciable monthly annuity. R. E. Bentley, Director of Personnel, who sent us this material, says in his letter, "The response from our employees to this information has been most favorable and we expect to report to them on the pension plan every two years from now on." The letter which went to each employee gave him the actual figures showing his own contributions, the amount contributed by the employer, and the annuity at age 65 which would be purchased by these contributions, together with other pertinent information. Their employee magazine "The Southern States-

Man" carried an article on the pension plan and on this information letter.

PROFITS AFTER TAXES is the subject of one of the weekly "Road Maps of Industry" put out by the *National Industrial Conference Board*, New York. The letter for June 13th shows profits in 1951 compared with 1950 for 21 industrial groups covering the greatest part of our productive economy. These profit figures are after income tax and they show, as one would expect, substantial decreases. In only one industry have the profits for 1951 after taxes, exceeded those of 1950. This was in petroleum and coal products. One other industry, transportation equipment, shows profits equal to last year. All others, contrary to the propaganda published so lavishly and untruthfully by some labor publications, show decreases. Profits in this letter were shown in two ways—as a per cent of net sales and a per cent of net worth.

A LETTER CAME RECENTLY from Whiting Williams, well-known for his writings on labor problems based on personal experiences in the ranks. Whiting says, "It was very unusual and interesting Tuesday night at the Michigan State Safety Conference Annual Dinner (400 people) to have the toastmaster read in his introduction the paragraph you printed about me!" It is gratifying to know that many more people have learned about PERSONNEL JOURNAL.

STABILITY IS AN ESSENTIAL CONDITION for business success over any extended period of time. The destructive effects of instability—economic and political—are all around us. Sermons could be written on the importance of stable conditions for the well-being of a people. The uncertainty brought about by sudden and drastic changes is demoralizing. If you wish to develop good men over the years, in your organization, see that they are given

stability of job, of boss and of all the other things necessary. Under stable conditions good men will develop fully.

I MEET INTERESTING PEOPLE EVERYWHERE. Recently I visited a high official of an important and nationally-known manufacturing company. The atmosphere in his office was electric under the influence of the dynamic energy of a new President. The new man's reputation had preceded him, which was an important factor, for he had been a great success as head of another large corporation. The effect of his personality in less than a month had been to inspire many members of the organization with hope and enthusiasm. It was stimulating to see the evidence of the new vitality with which the organization had been charged.

In another office in the same city and in a company in the same industry the atmosphere was totally different. The man I talked to was obviously capable, energetic and constructive. He was, however, beset with problems and shorthanded in his efforts to cope with them. He reflected a management of a very different kind.

A DAY SPENT IN CONSULTATION with the three senior officials of the Builders Iron Foundry, of Providence, Rhode Island, has been one of my most stimulating recent experiences. I was called upon to review salary and wage administration procedures and policies. Never have I seen top officials display such deep and genuine concern for the welfare of the employees for whom they were responsible. This Company is the oldest of a group of related companies making intricate control instruments. Another way in which genuine concern for employees is shown is through a generous profit-sharing plan. Characteristic of all effective profit sharing plans is the great attention given to keeping the plan sold to all employees. The spirit back of the profit sharing plan is more important than

the plan itself and it is therefore essential to keep telling the employees about it. The guiding hand behind this progressive management is its president, Henry Chafee.

MANAGEMENT-UNION COOPERATION can express itself in many ways. The Boston Herald of July 14th carried a news story by Jacob Aronson telling of the nation-wide sales plan sponsored by the Brotherhood of Railway Express Clerks, AFL, "to bolster the economic interests of employers under union contract." This plan has four primary features. (1) sales promotion, under which every member is a committee of one to get new business for the company; (2) educational; employees are given instruction in handling merchandise and company equipment and in safety; (3) industrial relations; labor and management hold a series of "man-to-man" meetings, exchanging ideas and working out grievances.; (4) legislative action; both union and management join in protecting one another's interests before state and federal legislatures. Among the results have been the elimination of certain government competition in transportation. Losses and damages to property and equipment has been reduced by \$6,000,000. in the past four months. Accident rates have been reduced and more than 4,000 laid off workers have been rehired on a full-time basis. This is not the first story of the practical results achieved by an earnest program of union-management cooperation. It is a striking one though and points the way to many another opportunity of this kind.

OLDER WOMEN form a large part of our work force. Of the 18,000,000 working women more than  $\frac{1}{3}$  are over 40 years of age and the number is increasing year by year. In the face of these figures Esther R. Becker, Research Assistant at the Stevens Institute of Technology Graduate School, set out to discover why it is so difficult for a woman past 40 to get a new job. Her studies across the country led her to the

conclusion that much of the difficulty an older woman finds in getting a job is traceable to herself. In lighter vein, she suggests that the young glamour girls are safer bets as secretaries to older men than an older woman. They have their boyfriends and are sure before long to marry one of them. The older woman however, has usually put that behind her and frequently finds her boss the center of her existence—which may be dangerous. These older women have many assets not possessed by younger women. Miss Becker tells the story of a former office manager who was offered nothing better than clerical work. Finally she tried selling business machines. Her experience in dealing with girls gave her the advantage over her competitors and before long she was making as much money as ever. Older women—and older men—need to study their assets and ways of presenting them effectively to the employment market. Personnel Directors can do much in offering guidance in such cases.

AN INTERESTING LETTER ON SOME of the failures in the field of personnel and industrial relations administration comes from King MacRury who is Director of Personnel and Management Relations at the Champion-International Company, Lawrence, Mass. Mr. MacRury points out that many of the troubles of the personnel or industrial relations executive are brought on him by himself. Lacking a clear-cut field of activity the wise personnel executive tries to get management to help him outline it so that it can be known to all. He would do well to encourage the formulation of written personnel policies and a concise management statement of the coverage of his functions. Some personnel men show too much interest in the mechanics and minor aspects of the job and do not succeed in delegating enough of this. Of course, if the personnel function is regarded as a fair-weather luxury or showpiece by management, it will not last long when times are

hard. The qualified man will try hard to make himself useful and valuable and thus preserve the integrity of his function when sales are low and budgets are being slashed.

ONE OF THE STRONGEST women's organizations in the personnel field is the Personnel Club of New York. There are about 300 women members, engaged in a wide range of personnel activities. We have received an interesting review of the activities of the club for the past year from Edith Bergstrom who is Research Director at the National Foremen's Institute. In reading her report she was assisted by Myra Newsum, Personnel Specialist for W. T. Grant & Company. The program of the club for the past year has dealt with international problems. Speakers for monthly meetings were chosen because of their knowledge and experience in international affairs. Dr. Lillian Gilbreth reported on her experience as delegate to the Ninth International Management Conference in Brussels. Franklin Porter representing the United Nations described some of the problems faced by our country in the United Nations Organization, particularly those resulting from the constant sniping by Russia. George T. Ross of the State Department told about the point-four program and what it is doing. A special International Committee was appointed. They brought foreign visitors to the meetings and distributed considerable information such as that dealing with the United Nations and the ILO. Agencies dealing with education of foreign students were studied. Finally a workshop was organized to discuss—under the direction of

four foreign personnel directors of American companies—some of the requirements of foreign personnel programs, the effect of the caste system, the status of executives and communications among foreign speaking people. The New York Personnel Club has become affiliated with the newly formed International Association of Personnel Women.

ONE OF THE MOST thought-provoking articles which has come my way in a long time is the one in this issue by W. H. Knowles, "The Limitations of Personnel Management." In its original form the style seemed a little stiff and scholarly as compared with the easy, readable style which I think readers of PERSONNEL JOURNAL prefer. So I sent word to that effect to Mr. Knowles, pointing with accusing finger to a number of horrid words he had used—several times each—such as "technique" and "maximize"! We said we'd be pleased to use his article if he could revise the article along lines recommended by Flesch. You can see for yourself that he has made the story very readable indeed. In returning the revised manuscript Mr. Knowles took a well-earned poke at me, as follows:

"As an ex-steelworker, union organizer, G.I., I am surprised to learn that my expressions are too academic. Many of my students use the word "technique" when discussing their dates, and seem to have no difficulty in conveying meaning."

*Ned Hay*

Most of us look at salary and wage survey information uncritically. And we are prone to attach too much importance to averages. There has been very little research in this field but here are some useful findings by a personnel research specialist.

# Making Sense Out of Salary Surveys

BY JOHN B. HARKER

ALL of us are interested in what the other fellow is paying for jobs comparable to ours, and we take part in surveys to add to our knowledge about current wages. But when the results are in, we often wonder if we have benefited. Rates reported for some job descriptions agree with what we pay, but there are often substantial differences. Now these comparisons should—and may—show us what others are paying for the *same work*. But we can only be confident of this when we are sure that the reported salaries are, in fact, paid for the same work. The differences may be very misleading if the job descriptions used in a survey are inadequate for reliable comparisons.

To find a systematic way to identify survey results that can be relied upon, a detailed study was made of the clerical positions included in four surveys that were conducted during 1951. These surveys were all in the same competitive labor area.

- A. A survey of 15 financial and industrial firms.
- B. A survey of 136 firms.
- C. A survey of 96 offices.
- D. A study of 430 establishments.

A percentage, which will be referred to as "spread," was calculated for each job as the percent by which the salary of the worker at the 90th percentile of each distribution was greater than the salary of the worker at the 10th percentile. (The top 10% and the bottom 10% were excluded because of the undue influence these extremes have on the spread.) There were considerable differences in the percentages of spread, as shown in Table I.

In theory, the large variations in spread revealed by Table I should not occur if the survey material is well prepared and the participants are conscientious. Many companies have salary plans with established ranges to which jobs are assigned on the basis of factors such as responsibility and skill. In a competitive labor market,



salaries for a given kind of work will tend to be the same in different companies, except for the variations within the salary ranges of each company. Under these circumstances, a spread of about 40% or 50% is in keeping with the range of salaries in a company and allows for the overlap of the various companies, but spreads higher than 75% in reported salaries for supposedly similar jobs are difficult to accept.

This study analyzed the four surveys, considering a number of factors, to determine the reasons for the variations in spread. Comparisons were made between

TABLE I  
NUMBER OF POSITIONS AT VARIOUS LEVELS OF SPREAD

Survey	to 35%	36% to 45%	46% to 55%	56% to 65%	66% to 75%	76% up	Average Spread	Number of Companies Surveyed
A	5	8	4	1	0	1	42%	15
B	3	4	9	7	3	6	60%	136
C	4	11	4	3	2	0	46%	96
D	2	8	7	6	2	1	51%	430

positions in the same survey and similar positions in different surveys. The following general conclusions were reached.

1. The spread of salaries is not directly related to the number of workers reported for a given job or the number of participating companies in a survey.
2. While the spread of salaries is generally greater in the case of positions with higher average salaries, there is no direct relation between average salary and spread.
3. Large spreads are mostly identified with job descriptions that are generalized, include a large variety of possible duties, or have a catch-all in them.

It appears that the percentage of spread is an index to the effectiveness of job descriptions, serving to identify those that are clearly and specifically written and those which are too vague or open-ended. Since the latter do not fulfill the objectives of surveys, by identifying them they may be disregarded when comparisons are made. This is desirable because of the effect of spread on average salaries.

A small spread, with salaries clustered together, clearly reveals the job value, and distinctions may be made between positions with different clusters of salaries. But when the salaries reported for a job are spread out, there is a tendency for the average salary to be near the average of salaries paid for all types of clerical work. Thus the differential between positions with different duties and responsibilities is reduced and comparisons are not as meaningful.

Just how spread is affected by the job description may be shown by comparing the actual descriptions of Typist B or Clerk Typist which were found in three of the surveys. The number of cases reported and the spread of salaries are shown.

The description in Survey A is not long nor difficult to read but it is generalized and apparently leads participating companies to look upon a greater variety of job as comparable. These positions in the individual companies varied enough in their



EXHIBIT 1  
Typist B (Clerk Typist)

Survey	Description	Number of Workers	Percentage of Spread
A	Types form letters, copies reports and tabulations, types data on printed forms and records, and types such bookkeeping entries as may be made on loose-leaf systems. Requires knowledge of procedures in own and related departments. Also does clerical work incidental to typing requirements	691	59%
C	Does typing of simple, routine nature, copying from plain printed or written material, corrected copy, simple form letters, reports, charts; may cut stencils and address envelopes. Able to type accurately, with fair speed. Dictation not required	546	28%
D	A worker who performs one or more of the following: typing from relatively clear or typed drafts; routine typing of forms, insurance policies, etc.; setting up simple standard tabulations, or copying more complex tables already set up and spaced properly. May, in addition, do clerical work involving little special training, such as keeping simple records, filing records and reports, making out bills, or sorting and distributing incoming mail	4407	40%

value to result in a spread of salaries in Survey A which is twice as great as Survey C. The description in Survey D, while more wordy than Survey C, was clear in its definition of duties and had a reasonable spread even though 4407 workers were reported for the job.

Another comparison of a position covered by two surveys will illustrate the undesirable effect of including a large variety of possibilities. Both of the following descriptions were labeled Stenographer B, and they were apparently intended to cover the same general type of work.

EXHIBIT 2  
Stenographer B

Survey	Description	Number of Workers	Percentage of Spread
B	Records the dictation of one or more persons and transcribes this dictation on a typewriter. Dictation generally involves a normal range of business vocabulary or a limited and recurring range of specialized terminology and the material to be typed requires only the planning of simple set-ups and arrangement. Includes employees who have developed good speed and accuracy through experience but who are not required to meet the qualifications of a Stenographer A. May also do work generally performed by a Typist B or a Dictating Machine Transcriber B or may do clerical work of moderate difficulty if incidental to the primary requirements of a Stenographer	392	88%
C	Takes and transcribes from shorthand notes, or from dictating machine, routine dictation involving generally used business terms and expressions. Must have general knowledge of company routine and set-ups. May type requisitions, orders, schedules, checks. May work in a stenographic pool under direct supervision	294	35%

Although the description in Survey C includes transcription from either shorthand notes or dictating machine, it is more positive and limiting in its outline of duties than the description in Survey B. As a result the percentage of spread is less than half that of the other survey. These examples should make it clear that the percentage of spread appears to be a good index of the effectiveness of a job description, measuring the agreement among participants about the actual work-content described.

In view of this, any figures reported by a survey which show a large spread are of doubtful value. A company may be led to make erroneous conclusions about the rate of pay for some of its positions if it does not consider the spread of salaries. This would be particularly true if the positions being studied were those which the company considered to be highly skilled and responsible, or at a beginner level.

If a job description is intended to describe a particularly difficult position for which the salaries paid would be quite high, a narrow spread would show good understanding by participants and the average salary would be well above the average of all clerical workers. However, if the spread was large, indicating that the description was poorly understood, a number of workers in jobs with lower salaries would tend to be included resulting in a lower average salary.

The reverse situation will occur with a position intended to be a beginner level job. If the description is clear and the spread is rather small, the average salary will be low. But if salaries paid for more difficult work are reported, the spread will be larger with the result that the average salary shown by the survey will be higher than for a beginner level job. Thus in both of the above cases, a large spread would reveal that the reported salaries were an inaccurate yardstick for companies that wished to compare their salary levels with the survey results.

It would be desirable for a company that makes use of surveys to compute the spread in all survey results and to set a maximum beyond which the spread would be considered excessive. Table I, showing the experience of the four surveys analyzed, suggests that a maximum between 55% and 65% would be reasonable. Such a standard would help insure the soundness of a company's conclusions about its salary scale because it would limit them to those jobs where the descriptions used have minimized the errors of judgement in matching jobs. And since all of the companies have gotten a similar meaning from the descriptions there is a greater likelihood that the salaries reported were for that particular kind of work.

It has been shown here that the spread of salaries is a measure of the effectiveness of job descriptions and that erroneous conclusions may be drawn about the soundness of a salary scale if the survey results are not reliable. Since survey results are frequently relied upon in setting equitable clerical salary scales or in gaining the approval of the Wage Stabilization Board to make adjustments in existing scales, the validity of the data is particularly important. To insure that future surveys will be of the greatest possible value, firms and associations preparing them might well consider the rephrasing of descriptions that have attracted a large spread of salaries year after year and still do not serve the objective of the survey.

A group of industrial training directors and personnel managers met in a series of sessions under the guidance of the author to discuss conference leadership problems. This article tells what happened. "Training is *Not* Telling," by the same author, appeared in our May issue.

# Skills in Conference Leadership

BY NATHANIEL CANTOR

A SERIES of ten two-hour sessions was held for training directors and personnel managers. The theme of the workshop was the development of skills in conference leadership. The problems to be considered were selected by the participating members. Their chief interests were the nature of the learning process and role of the leader in guiding the process. The following comments are a brief summary of the discussions.

## THE LEARNING PROCESS

One of the most pronounced tendencies of all individuals is the need to defend themselves against change. People want to remain as they are in their present organization of thinking and feeling. We fight against change since changing is accompanied by annoyance, discomfort, fear of social disapproval, or ill consequences of one kind or another. We want to remain "put." We don't want to feel that we are not as good as we led ourselves to believe we were. To discover inadequacies and face them leads to guilt, fear, shame, confusion and anxiety. It is much simpler, we think, to justify ourselves, to rationalize, to defend ourselves, to project or to have our will imposed on others. This is negative projection.

Another way to state this is to say that we resist change because we wish to avoid being disturbed in our present organization. Disturbance isn't comfortable. We want to be different and express ourselves but we fear the consequences. Why do we fear being different? There are many reasons. The chief one is the fact that as developing children we were exposed to the arbitrary authority or negative projections of our parents. They generally seek to mould children after their own pattern. That is, they seek to impose their will upon their children. Differing with parents, at tempting to have one's way in the early years of development, quickly brings punishment of one kind or another. In a word, the child learns that to avoid risks he or she

had better deny one's difference and submit to authority. The child does not accept authority but submits to it. The accompanying hostilities and aggressions are not removed but distorted or disguised. They become the tensions, inferiorities, and inadequacies which, in later life, characterize our relations with others.

These remarks lead to the recognition of the part which the emotions play in learning and changing. We all have a strong need for self-esteem and we fear that we will not be approved of. The individual can only learn what he can afford to learn without danger to his emotional makeup at any time.

#### THE CREATION OF AN ACCEPTING ATMOSPHERE

It follows that if the supervisors in training—a cross-section of our normal adult population—are to be helped to learn, their usual defenses and fears must be lowered and their anxieties removed. The leader must accept the statements and expressions of feelings as they occur without moral judgment, ridicule, sarcasm or criticism. The ability to communicate this attitude of the leader requires time and a conference leader who wants to put his skill at the disposal of the members.

Because of anxieties developed in early experiences with authority—with parents, teachers and superiors—the group members are slow to trust the leader's attitude that they can be their spontaneous selves. The leader recognizes their defensive attitude and accepts it for the time being. As the meetings progress the members realize there are no risks in being themselves. As they are encouraged to express themselves in their own way and are accepted, they become more and more involved in *their own experience* with the material of discussion.

#### THE LEADER'S USE OF HIMSELF

Only a leader who has struggled with his own mixed-up feelings, his splits, tensions and defenses, knows how complex motivations are, and understands the driving need to defend oneself. Understanding his own struggles helps him to appreciate similar struggles in others. His voice, his face, his language and his every movement help him communicate his understanding of the others. He simply can't be false in his relations to the members, if he has fought with himself and disciplined his need to assert his own worth. He really wants to help others on *their* terms and not on his own. Furthermore, he stands ready, simply and quietly, to accept whatever the members want to do with his proffered help.

#### THE RESPONSIBILITY OF THE MEMBERS AND LEADER

The members may do what they will with the help offered them. They can modify, change or persist in their views. The leader cannot feel, think or struggle *for* the members. Every individual learns only what he can *afford* to, or *wants* to learn. Every individual responds to what he hears the way *he* wants to. The leader can only create the most favorable circumstances which will encourage learning and changing

—by freeing the members to examine themselves or the material. He cannot do it for them.

### SKILL IN CHALLENGE

While the leader accepts the members' feelings and comments he also clarifies those unconscious feelings which they may have or doubts which they may entertain. He realizes that most people can rarely give a clear picture of how they feel about things. At the "proper time," therefore, the leader asks whether the speaker also feels slightly different or whether he can see another point of view.

The timing is not easy. The challenge must not be too far ahead of where the members are, or else they will argue or resist or deny the new point of view. If there is good support, trust and confidence, and initial genuine feelings of respect, and if the leader wants truly to be helpful rather than to dominate, it is much more likely that the members will not be defensive.

Indeed, they will be hearing through the leader—whom they are identified with—their own uncertainties and other sides being expressed without condemnation or fear or threat. The challenge of the leader is not a threat but an opportunity. Sometimes the leader challenges in order to evoke differences so that the interest of members is rekindled.

### FUNCTION AND FOCUS OF THE MEETING

The function of the leader is to develop more skilled supervisors. He persists, skillfully, in bringing the group discussion back to the topic agreed upon. It is only by struggling with the relevant problem, not by running away from it because it threatens one, that growth can occur. Limits must be observed, so that an obstacle can be consistently and persistently dealt with. There are times, of course, where irrelevancies may be permitted if the leader makes use of the irrelevancy to build confidence or recognizes that unless it is dealt with further progress is precluded.

No leader is a savior of industry but he can become a servant. He is aware that there are limitations, as there are in every area of life. He is willing to settle for little pieces of progress, little bits of success. His satisfaction must flow from professional performance, the best he is capable of. Being sure of oneself permits one *to accept* the insecurity of others, and the limitations within which one must work. Learning to work within limitations, however, must not be used as an excuse for being satisfied with things as they are and as a defense against effort to improve. Learning, for those who want to learn, is continuous.

The author asks whether personnel management is trying to do the impossible. Is the money that business spends in building morale and on personal development bringing a satisfactory return? Perhaps employees have a different set of values than management. This article will make you think.

# The Limitations of Personnel Management

By W. H. KNOWLES, Michigan State College

**E**XAGGERATED claims and conflicting objectives often confuse the function of personnel management. This not only leads to misunderstanding as to the value of sound personnel procedure, but also hurts the reputation of personnel management. The purpose of this paper is to point out the limitations of personnel management so that what can and what cannot be accomplished may be better understood.

The function of personnel management is directly related to the objective of the business enterprise—which is to organize its operations in such a way as to make the highest possible profits. It must be added that business also seeks to perpetuate itself, and high short-run profits may not lead to the continuance of a profitable business in the long-run. The function of the personnel department, then, is to assist the business increase its long-run profits. As obvious as this may seem, some "dogooders" become so enthralled with improving the lot of the working man that they lose sight of the basic reason for the firm's existence.

One writer, for example, claiming industrial unrest to be a major problem of society, says that this is a source of great anxiety for those who are entrusted with the orderly functioning of our economic system. In a free enterprise system, however, no one is entrusted with the responsibility for its orderly operation. Rather, competition together with the profit motive makes the decisions. Above all, it is simply asking too much of personnel management to be responsible for the elimination of all the causes of industrial unrest.

As an another example, personnel managers meeting for the purpose of more precisely defining "The Function and Scope of Personnel Administration" (*Personnel*, July, 1947) first acknowledged the profit motive of business and then proceeded to hold management responsible to the owners of the business, the community, and to

employees. Accordingly, they concluded that personnel management is in the best interests of all these groups. It is clear that management is responsible to the owners of the business, but management cannot be responsible to these other conflicting and divergent groups. A more correct statement would be that policy decisions, including personnel policies, ought to *consider* the community, the consumer, and employees, in order to perpetuate the corporation in a position most favorable to the interests of its owners.

### LONG RANGE GAINS

It must be conceded, however, that many personnel activities have a positive effect upon employee loyalty and morale so that the costs are more than offset by long-run improvement in efficiency. Short-sighted, short-run profit gains may lead to costly long-run labor strife. Granted that the contribution to long-run profits of these personnel activities cannot be exactly determined, it must be borne in mind that a business is not a philanthropic institution.

A long-run yield of high profits may be accomplished in several ways: sound financing, effective sales and merchandising, and efficient production. With the development of modern machinery, cheap power, and engineered industrial organization, the limitation to greater efficiency in production lies in the human factor. The immediate function of the personnel department, then, is one of somehow gaining efficient production from employees over the long-run. This paper will not deal with the many proven personnel procedures used in securing efficient production. Rather, it will confine itself to examining the conflicts between the goal of high profits, and the cost of securing a willingness to work on the part of employees.

For instance, it is recognized that one's work-life cannot be completely divorced from the rest of one's life. Consequently, the employee who brings his troubles into the shop cannot produce at top efficiency. The personnel department can overcome many of these difficulties by way of loans where money is justly needed, guidance and counselling service for the love-lorn, and psychiatric treatment for the maladjusted worker. Although not measurable, there must be a point at which the cost of these services exceeds their advantages in increasing long-run profits. Consequently, glowing case-studies of a personnel department going to extreme lengths in straightening out marital difficulties or in transferring employees until the right job for happiness is found, may indicate a misconceived notion of the function of personnel management. It cannot be a social work agency. Many of the problems involved, such as extreme psychiatric cases, are the responsibility of society as a whole and represents a cost the individual firm can ill-afford to bear. The problem is one of efficient use of the nation's resources calling for a sound public welfare program rather than a personnel program.

### JOB SECURITY IS IMPORTANT

Security ranks high among workers in their notion of a good job. Studies show that assurances of job security modify one of the greatest causes for restriction of out-

put among workers. Once again personnel management can improve job security, but it cannot guarantee complete security. Although personnel managers have experimented in such devices as reducing seasonal swings in employment and the guaranteed annual wage, business itself is a victim of depressions, rapid technological change, and major shifts in the demand for goods. These fundamental causes for insecurity are beyond the scope of personnel management. Such problems must be faced by society as a whole. Although personnel management pioneered in social security measures, for instance, it is agreed by most economists, personnel managers, and labor leaders that the federal government is better equipped than individual corporations to administer and finance an old age pension program. While personnel programs can reduce the effects of insecurity, they cannot entirely remove them. Consequently unqualified support for all-out production cannot be secured from workers.

Granting that other factors are involved, a "fair wage" must be paid employees to secure maximum efficiency. To a degree, the wage rate provides an incentive for efficiency. In this area personnel management has developed many methods for determination of fair wages and for creating incentives for greater productive effort. There is, however, no scientific formula for determining the correct distribution of the national income. A symposium on industrial relations ("Human Relations in Modern Business," *Harvard Business Review*, Sept. 1949) concluded that a moral wage should be the minimum wage above which wage differentials would be determined by sound economic laws. This question-begging solution will solve a major cause of industrial unrest only when all agree on just what a "moral" wage is, and when "sound" economic laws are discovered. No matter how sincerely the personnel department seeks to determine what is a fair wage, the result will not please everyone. Indeed, at some point the directors of the business may conclude that the price of top efficiency from employees has become so high as to render the operation unprofitable. The broader conflict over the proper distribution of the national income is not within the province of personnel management. Accordingly, it is seriously limited in removing this cause of industrial unrest.

#### TREAT EMPLOYEES LIKE HUMAN BEINGS

It is established that, due to some quirk in human nature, employees require status, dignity, and self respect in their work. The recent popularity of the "human relations" approach to personnel problems emphasizes this aspect of personnel management. This need to treat workers like human beings has grown as democracy has broadened its base, and as we become more and more a nation of wage earners. On the other hand, the organization of modern factories and offices makes it increasingly difficult to give dignity to wage earners. By the very nature of their situation, employees lack social status, are without productive property, face economic insecurity, must submit to factory supervision, and their jobs lack ego-building elements. Here personnel management's task is indeed difficult. Recognition of the human relations problem is only the first step in the solution of a difficult problem.



The symposium on Human Relations in Modern Business, for instance, made the following comments regarding the problem of dignity:

"Each man has an inner dignity, with basic rights and duties. . . . Men must judge their conduct, not merely by personal gain or convenience, but also as right or wrong. . . . Thus economic science now veers away from the idea that self interest alone can be a successful regulator of business, finance, and industry. Since management deals with human beings, with their social and moral life, it takes on the character of a trusteeship. . . . Given man's nature, anything less than full performance of management's moral responsibility will not achieve lasting success."

Granted this to be true, industrial conflicts will then revolve about the question of what is moral conduct. Lacking a pope as arbitrator, many denominations of industrial morality are likely to arise. Personnel managers cannot be asked to be infallible with such a clumsy tool as moral law. Recognition that moral issues are involved in personnel management does not resolve the issues.

To give dignity to work there must be justice in shop rules; personnel policy must be both stated and consistent, rather than unknown, arbitrary, and whimsical. While the personnel department can go far in clarifying policies and striving for fairness and consistency, there are definite limitations. Justice is not absolute. Rather, it involves value judgements which do not lend themselves to the scientific treatment upon which much of the success of personnel management rests. Benevolent and one-sided justice, sometimes without the right of appeal, leaves much to be desired in raising the dignity of employees. On the other hand, attempts to introduce common law rights into the factory limit property rights. Management is reluctant to give up any of its authority in decision making. It can be argued once more, that long-run efficiency can best be obtained by some curtailment of management prerogatives and greater regard for how managerial decisions effect the status and security of employees. Returning to the central point, however, as long as groups differ over the nature of justice, a "human relations" program is limited.

#### EMPLOYEES WANT TO PARTICIPATE

It has been proven that employee cooperation can best be secured if employees can participate in the making of decisions involving their jobs and working conditions. Personnel management has long struggled with the problem of consulting employees on matters of policy, yet keeping joint participation within bounds. Various schemes have ranged all the way from policy lectures to employees by the company president and employee suggestion boxes, to employee representation plans created by the personnel department, to genuine collective bargaining with a legitimate union of the employees' free choosing. Reluctantly, management has shifted from ignoring the employees desire for participation, to guarded consultation, to genuine bargaining over policies affecting working conditions. Whether the result gives greater efficiency than a system of slavery or a dictatorship is a question without an answer. The question is not being settled by the personnel management, but by the relentless advance of unions aided by public opinion and government legislation.

Even if collective bargaining is admitted to be a desirable method of joint decision making, general agreement cannot be reached as to the exact boundaries of collective bargaining. Management prerogatives are not absolute and collective bargaining is not static. Changes in our social-economic structure leaves this area in a state of flux. Personnel management must do its best to harmonize the need for efficiency, with the employees insistant demands for greater participation in policy making, but it cannot draw up the rules by which everyone will play the game.

One of the contradictions in harmonizing efficiency for the sake of profits, with dignity for the sake of efficiency, is the trend towards organizing production so that dignity is taken from work. Dignity arises, in part, from pride of workmanship and creative expression in work. The efficiency of mass production methods requires minute subdivision of tasks which destroys craftsmanship and makes work dull, monotonous, routine, and lacking meaning to the employee. Telling the employee that the big machine would not work without the little bolt he inserts into the assembly, will fail to give his work importance. Perhaps romanticists are psychologically correct in advocating a return to the guild system, but the division of labor for greater efficiency will continue. The majority of factory jobs are uninteresting and beneath the dignity of most employees. There are simply not enough individuals with I. Q.'s low enough to be content with the menial jobs available. Nor can everyone capable of superior work be promoted. Consequently, claims by some personnel managers that they will bring out the greatest ability in each employee are simply unwarranted. The resulting collection of prima donnas would have no place in modern industry. Even the era of self-made captains of industry is about over.

#### ARE WE TRYING TO DO TOO MUCH?

Nevertheless, some personnel managers include maximum individual development as a personnel goal. Scott, Clothier, and Spriegel state, "The objective of personnel management or industrial relations is an organization to attain maximum individual development, . . . and effective moulding of human resources as contrasted with physical resources." (*Personnel Management*, McGraw-Hill, 1949) Actually, personnel management is in no position to attain maximum individual development, even if it knew how. It is doubtful if personnel managers look upon themselves as moulders of human beings, particularly when compared with engineers shaping our physical resources. Pigors and Myers quote Thomas Spates, "Personnel Management is a code of ways or organizing and treating individuals at work so that each get the *greatest possible realization of their intrinsic abilities. . .*" (*Personnel Administration*, McGraw Hill, 1947. Italics mine.) A convention of personnel managers (*Personnel*, July, 1947) listed the objectives of personnel administration to include "maximum individual development." As commendable as this goal may be, personnel managers working for private enterprise are not in a position to achieve it.

Industrial unrest can be lessened if loyalty can be fostered among employees.

Extravagant claims have been made concerning the ability of personnel management to win loyalty from workers, but actually little is known as to the exact nature of loyalty, and less is known of how to obtain it. For one thing, loyalty is a two-edged sword requiring loyalty *to* workers in return for loyalty *from* workers. A business cannot claim the loyalty of workers, call for teamwork at the expense of individual goals, and, on the other hand, remind employees of the harsh economic facts of life when the need arises for wage cuts, layoffs, rapid technological change, and plant relocation. The price of loyalty may be too high, and sales resistance is great to cheap appeals to loyalty where reciprocity is not intended.

It is sometimes inferred that personnel management can shut out competing loyalties and foreign ideologies. Assuming for the moment such an objective to be desirable, it is none the less impossible, for it asks the personnel department to reshape the structure of society. In large industrial centers an employee's life has many facets, with loyalties to family, church, lodge, union, political party, and to employer which are compartmentalized. Attempts to escape to the rural south where labor is advertised as Anglo-Saxon, non-union, and hard-working, is self-defeating for it is industry that creates the industrial centers and the resulting disintegration of cultural unity.

### HOW IS MORALE CREATED?

Employee morale, like loyalty, is a vague term hard to define, difficult to measure, and the creation of which is more of an art than a science. Yet it is certain the morale, intangible as it may be, is important to the team work needed for efficiency. Morale building methods have been attempted, but the results are not clear. Apparently, *how* morale builders are used is more important than what devices are selected. The same devices under apparently similar conditions yield different results. Accordingly, personnel managers are overselling their merchandise when they claim they can "make" employee morale. Studies now being conducted by the University of Michigan Institute of Social Research find many notions on morale to be in error, and seem to conclude that previous ideas as to the positive relationship between morale, loyalty, and efficiency may be wrong. Further research is necessary. All the variables involved in building morale are, as yet, unknown and uncontrollable.

Finally, the employees may have a different set of values than those managing a business, rating efficiency a lesser "good" in their scheme of things. Quite possibly employees are willing to sacrifice efficiency, even with incentive wages, for the sake of more sociability on an otherwise monotonous job, or to save some energy for after work activities. Lessons in elementary economics that increased production means an improved standard of living for all, will fall upon deaf ears. The lessons seem to be contradicted by everyday life. When farmers and businessmen profit by producing less, and when tariffs remain, it is difficult to convince the employee that he should give his all for the betterment of society and for the greater profits of the company.

In summary, the basic limitation of personnel management lies in the product it has to sell. Personnel management is not equipped to resolve the fundamental conflict over the distribution of the national income. Personnel management cannot change the structure of society, politically, economically, and socially, in the interest of greater efficiency or the greater welfare of mankind. These goals are for revolutionaries whose activities are seldom appreciated by business. It has been stated, for instance, that industrial unrest is a disease requiring diagnosis and effective treatment. Perhaps a diagnosis may lead to Marxist conclusions as to the nature of industrial unrest, requiring revolutionary treatment. Personnel management cannot be responsible for the reconstruction of employees into happy, well-adjusted, rational, efficient workers. Since personnel management represents business interests, it cannot honestly represent workers as well. Although employees join with the employer for a common purpose, it does not follow that their motives, interests, and values are the same.

#### WHAT IS THE TRUE FUNCTION OF PERSONNEL MANAGEMENT?

Professor Michael Jucius comments that personnel management, arising from specialization, relieves the workers from worry over personnel matters. (*Personnel Management*, Richard Irwin, p. 7) This writer doubts that workers will either cease worrying about their wages, security, and welfare, or permit the company's personnel department to assume these worries. Consequently, attempts by personnel departments to assume the role of mediator between employer and employees; to be counselor and chaplain for labor; or to be the spokesman for employees is doomed to failure. High pressure salesmanship and high sounding phrases directed at both businessmen and employees will not overcome these limitations. Recognizing that industrial conflict contains elements beyond the scope of personnel management, it must stay within proven methods of personnel management. These methods are sound and useful, and can do much to minimize industrial unrest even though they are no panacea.

Examples of definitions more modestly defining personnel management are: "Personnel management deals with the efficient utilization of manpower." (Dale Yoder, *Personnel Management and Industrial Relations*, Prentice Hall, p. 4) "The primary function of the personnel department is to employ qualified workers in sufficient numbers to meet the requirements of the business and to participate in all activities that will tend to keep the employee a satisfied, cooperative, and productive worker." (W. D. Scott, R. C. Clothier, and W. R. Clothier, *Personnel Management*, McGraw Hill, 1949, p. 26). Personnel management must be limited to a sub-area within the broader field of industrial relations. It touches upon the broader issues of public welfare work, social security, economic stabilization, and national labor policy, but issues within this broader field cannot be defined as within the scope of personnel management.

If you want to know anything about Labor ask "Jim" Bambrick. Here is another story of how a successful personnel man "got that way." Jim has had the advantage of being born in a Labor family so he knows both sides of the story.

## Labor "Wise Man"—James J. Bambrick, Jr.

BY WADE E. SHURTLEFF

CALL Jim Bambrick at Plaza 9-0900 in New York City." Seldom a day goes by that two or three secretaries are not told by their bosses to get Jim Bambrick on the phone. Maybe it's a small company out in Podunk Corners, or maybe it's an industrial giant such as General Motors or General Electric. But the mission is the same: it is to get information on some specific personnel problem.

Who is James J. Bambrick, Jr.? Officially, his title is Labor Relations Specialist, National Industrial Conference Board. His business is digging up the facts which help personnel men in the field jump the hurdles a little more easily.

What kind of a person is this man, Bambrick? Jim is thirty-five. Four years ago he married Margaret M. Donlan, whose father was Assistant United States Attorney. They have three children—Patricia Mary, Thomas Gilbert and Mary-Alice. They live at Hempstead, Long Island. Hundreds of personnel people whom Jim has helped know him as one of the most active and realistic people in our field of work. Bambrick has been on both sides of the bargaining table: a union official as well as personnel director of an industrial company. In addition he has been an industrial relations consultant and editor of a labor service. For the past five years he has been the NICB's labor relations specialist, a position of which he says: "I like the work so much that, if the Conference Board wasn't paying me, I'd be doing the work for nothing." He is also a member of the faculty of New York University where he teaches two courses: one on how to write union contracts, the other on how to prepare for collective bargaining and arbitration.

This would be enough to drive the average personnel man to ulcers. But not Jim. He is also Vice Chairman, in charge of labor solicitation, of the 1952 fund drive of the New York Chapter of the American Red Cross, as well as advisor on labor solicitation to the National Chairman (John S. Sinclair, President of the Conference

Board) of the Red Cross fund drive. It is not coincidental that the Red Cross this year has the first national labor committee since World War II, and the first labor committee for New York City since the war.

#### PROGRAM CHAIRMAN FOR SAM

Another of Jim's many activities is the Society for the Advancement of Management. Four years ago he took over the post of Vice President in charge of Industrial Relations for the New York Chapter of the SAM. Bambrick has continued to spark the program and stage some of the liveliest meetings in the country.

Under Jim the SAM has made extensive use of panel meetings: no speeches, but rather the chairman and the audience ask questions which the panel participants answer. "This way," he explains, "we avoid the folderol that most speech-makers go through. Instead we get right to the heart of the matter. Secondly, our speakers like it better. They don't have to go through the usual headache of writing a speech.

To understand Bambrick's intense interest in personnel work it is important to know that he was literally born in the labor relations world. When he was a baby his mother would wheel the carriage from store to store looking for union label products. His father was an official of the AFL's Typographical Union No. 6, and, along with I. M. (Dick) Ornburn, Mathew Woll and others, was extremely active in the AFL's union label drive.

"I was brought up in a labor relations world," Jim says. "Conversation at home would run to collective bargaining negotiations, strike strategy, what are the determinants of whether a plant is organizable, effective counter-moves by the employer, and what are the real causes of day-to-day industrial peace. That may seem like a heavy order, but the same kind of shop talk at home occurs in families in the maritime world, in the legal world, in the world of science and for many others. With me, from the time I was a child on, I ate, slept and drank labor relations."

In the early NRA "Blue Eagle" days he accompanied his father, then the organizer for the Typographical Union's Big Six, to Washington to set up the printing code. He saw the frenzied enthusiasm stirred up by General Hugh "Iron Pants" Johnson die with the Schecter sick chicken case; the wedding of the unions and the New Deal bloom into life with NRA's famous Section 7 (a); the Wagner Act, and the remarkable organizing drives in the coal, steel, auto and other industries; the personal animosities and hates that caused and were the by-products of the founding of the CIO.

During those days he was "the office force" for Local 32B, Building Service Employees International Union, AFL. In the union's little windowless, office he answered the telephone, typed, answered correspondence and held down the fort for his father who had agreed to organize New York City's elevator operators, porters and other building service workers. His father worked as a printer during the night in democratically run Typographical Union No. 6 his father's administration failed to get reelected and his father went back to his trade) and during the day his

father organized for Local 32B. Two years and one big successful "elevator" strike later, his father's union grew to be what was then the largest local union in the world.

#### FIRST-HAND KNOWLEDGE OF UNIONS

There followed one of the most hectic periods in New York City's labor relations history. And Jim saw it all from the inside. He became an organizer in his father's union and organized some of the city's largest buildings. He also organized New York University where he was a student. "Here I was," he points out, "bargaining with New York University while at the same time taking courses on collective bargaining at the University." Many of his friends will be surprised to read that while at NYU, where he got both his B.S. and his Master of Business Administration degrees, he was a member of NYU's United States Championship fencing team.

Jim saw at first hand the terrible struggle his father had to keep his union strong and democratic and to prevent encroachments on his union by the Capone "Syndicate". He was there when a strong "No" was given to the Syndicate's gunmen and it was touch and go as to whether their guns would start blazing. An interesting story could be related by Bambrick about his experiences during this struggle. But he seldom mentions it, for to him it was also a heart-breaking experience. He knows the terror that comes with a twenty-four hour a day police guard. The terror that comes when someone is beaten within an inch of his life at your very doorstep because he was mistaken for one of your family. He also saw the pain, sorrow and tears that came from his father's fight against the crime syndicate that was beating and buying its way into unions. And then he saw the sheer hopelessness that came with the realization that crime and law enforcement at that time were one. It's an ugly, vicious chapter in the history of New York City which Jim knows well, hesitates to discuss, but will never forget.

Bambrick went from union organizing work to statistical and economic work for a number of the telephone unions, printing unions, an aeronautical union, a teamster local and for many others. He gained from the inside an intimate knowledge of how unions work, what makes them tick.

After a few years of this work, he became associated with the late Dr. Henry C. Metcalf, father of personnel administration, and Director of the Bureau of Personnel Administration. He considers the time he worked so closely with Dr. Metcalf and his associate Eve Rossell as one of the most productive periods in his life. Every possible day Dr. Metcalf spent an hour or more discussing with Jim the fundamentals of personnel administration.

Early in 1942, Bambrick went to Wilmington, Delaware, to take the position of Personnel Director of All American Aviation, Inc. In addition to operating a small experimental airline, the company had war contracts for the Army and Navy air force. Most of the contracts were for the manufacture of a device for the pick up and launching of gliders by airplanes in flight.



While at All American Aviation, he wrote articles for the American Management Association's magazine, "Personnel". He was also active in the Delaware State Chamber of Commerce, the Wilmington Junior Chamber of Commerce of which he was secretary, and the Society for the Advancement of Management, which held meetings in Philadelphia.

### WAR SERVICE

After two years with All American, Jim joined the merchant marine. He trained at Kings Point, sailed as a cadet and a third mate aboard a troop transport and freighter, and served in the Europe, Asia and Africa theatres of war. While aboard ship he wrote labor relations articles for the National Foremen's Institute, as well as collaborated on a book with C. F. Mugridge on preparation for bargaining. While at the U. S. Merchant Marine Academy, he wrote a brochure on "Career for Kings Pointers," which was published by the Government Printing Office and is still given to every applicant to the government's academy. He also utilized his fencing experience, being chosen as coach and captain of the Academy's fencing team.

At the end of the war Jim joined Prentice-Hall as Editor of their Union Contracts and Collective Bargaining Services in which post he remained until 1947. In 1946 he joined the faculty of New York University, where during the evenings he taught a course on how to write union contracts. In the fall of 1951 Jim began teaching a course on Preparation for Collective Bargaining and on Union-Management Cooperation, which Jim had originally proposed in 1939.

During the six years he has taught at New York University he has brought as guest lecturers some of the country's outstanding leaders in industrial relations, labor unions, and government. At a banquet in May of this year, Jim Bambrick was made an honorary member of Mu Gamma Tau, NYU's honorary management fraternity. He is the only NYU part-time faculty member ever so honored.

Since October, 1947, Jim has been with the National Industrial Conference Board as the Labor Relations Specialist on the staff of the Division of Personnel Administration. His work with NICB falls into six main categories: (1) Writing major studies in the field of industrial relations; (2) Arranging conferences on labor relations subjects for the Board's many meetings; (3) Writing articles for the Board's monthly publication, "Management Record"; (4) Writing his monthly column, "Trends in Labor Relations," for the same publication; (5) Building up and maintaining one of the largest labor contract files (8000 contracts) in the United States. (These contracts are loaned to the Board's Associates.); and (6) Answering inquiries on labor relations matters from the Board's Associates.

He is author or co-author of these Conference Board studies:

"Union Contracts Since the Taft-Hartley Act"

"White Collar Unionization"

"Seniority in Nonunionized Companies"

"Grievance Procedures in Nonunionized Companies"



"What Happened to Wages in 1949"

"Cost of Living Provisions in Union Contracts"

"Union Security and Checkoff Provisions"

In the past five years he has written over fifty articles, covering the whole field of labor relations, which have appeared in the Conference Board's "Management Record." The Conference Board's policy for all major research is, wherever necessary, to make case studies in the plant. "Most of the Board's research," says Jim, "is original research. To do our job right we must have original data. Where that exists only in the plant we go out to the plant to get it. We find we can't do original research from a swivel chair, that it takes digging, and we've got to dig where the facts are." In making his Conference Board studies Jim has visited and made on-the-spot case studies of many of the country's plants, both large and small. Right now he is working on a study of how seniority works.

One of his major jobs is to keep the Board's Associates up to date on happenings in the labor relations world. To do this job, he believes in being on the spot when things happen. He has covered for NICB most of the conventions of the AFL and CIO and the conventions of many of the large national unions. These he reports in the "Management Record". Likewise he has covered and has written up for the Board's Associates the steel hearings of both 1949 and 1952.

As hundreds of personnel people will agree, Jim Bambrick—the man behind the research—is an important and valuable person to know.

## About the Authors

*John B. Harker* has been in personnel work for six years, and is now employed by an eastern financial organization. He is doing research in job evaluation, salary administration, merit rating and aptitude testing. He was educated at Temple University and the University of Pennsylvania, where he received an M.A. in psychology. He is an associate member of the American Psychological Association.

*Nathaniel Cantor* is Chairman of the Department of Sociology and Anthropology at the University of Buffalo. This year he is visiting Professor of Sociology at Columbia under a Carnegie grant to evaluate the general education program at Columbia. He is preparing a book on the Dynamics of Teaching. He is well known for his workshops on human relations in industry.

*William H. Knowles* is Assistant Professor of Economics at Michigan State College. His labor relations experience has been as a local officer of a steelworkers union, an employee of the War Labor Board, and in the personnel department of Allis Chalmers. He has a Ph.D. from the University of Wisconsin.

*Wade E. Shurtleff* is Director of Industrial Relations of the Standard Products Company, Cleveland. He was head personnel man at Willys-Overland Motors and Apex Electrical Manufacturing Company. He has written many articles and books and was Associate Editor of the Bureau of National Affairs. He is a graduate of Ohio University.

**COLLECTIVE BARGAINING, PRINCIPLES AND PRACTICES.** By C. Wilson Randle. Boston: Houghton Mifflin Co. 740 pages. \$6.

The title of this book is, in one sense, too broad and, in another, too narrow. The author does not really set forth any "principles" of collective bargaining. However, the scope of the book takes in grievance handling, arbitration, strikes and other related subjects as well as the negotiation of labor agreements.

For the experienced person in labor relations, the most useful section of the book is that which deals with preparation for negotiations—something too frequently neglected by management, though not by the unions. Students and others unfamiliar with the field will get a well-rounded picture of collective bargaining. The author provides good background material, such as a brief history of collective bargaining and an analysis of the current federal legislation. Numerous examples of contract clauses are given and, in addition, three labor agreements are printed in full: the General Motors contract with CIO's United Auto Workers, an agreement involving the Railroad Brotherhood, and one with AFL's Paperhangers. An arbitrator's award is also reprinted. The author has included a good glossary of labor relations terms and excellent charts and graphs illustrating important points throughout the book.

**THE MANAGEMENT DICTIONARY.** By A. E. Benn. New York: Exposition Press. 379 pages. \$7.50

The compiler of this very helpful dictionary is librarian of the Public Relations Research Library at the Ford Motor Company. She has included definitions of more than 4000 words commonly used in

the following: job analysis, wage and salary administration, industrial psychology, labor relations, general administration, economics, engineering, cost accounting, and production. Highly technical terms as well as the latest slang are defined. Much miscellaneous information that is very helpful to have all in one place—such as names of government agencies and other organizations that businessmen must deal with—is included. This comprehensive dictionary should be in every company library.

**ARE WORKERS HUMAN?** By Gordon Rattray Taylor. Boston: Houghton Mifflin Co. 273 pages. \$3.00

Here is a very readable presentation of some of the findings of social scientists like Mayo, Roethlisberger, Whitehead, Kurt Lewin and others. Most of this material is very familiar indeed to personnel executives but they may be interested in this book because it could be used in supervisory training programs. The substance of the book is that people work harder under these circumstances:

1. When they work together in small groups (up to about 12)
2. When they select their own natural leaders
3. When they set their own goals

Mr. Taylor fails to discuss the problems that may arise in trying to apply these principles in a large organization, nor does he report the criticisms that have been levelled against the use to which these findings are sometimes put in industry. The training director, in conducting conferences with supervisors, could present the material that Mr. Taylor does not cover. A good summary of the researches on which the author has drawn is given in **INDUSTRIAL**

SOCIOLOGY, by Miller and Form (Harper and Bros.). That book was reviewed a few months ago in *PERSONNEL JOURNAL*.

**SPEAK UP, MANAGEMENT!** By Robert Newcomb and Marg Sammons. New York: Funk and Wagnalls Co. 308 pages. \$5.00

The authors, well-known for their work with numerous companies and also for their shorter publications on the subject, pack into this book an enormous number of suggestions on how management can communicate with employees. Fundamental problems in communication are hardly touched upon, but the book will be useful to those who have to turn out one or more types of company communications. Media covered are: the management newsletter, the employee handbook, annual reports, bulletin boards, house organs and other

company papers. Helpful comments are made on such problems as time lag in publication, getting copy approved, how to develop a good nose for news, designing and promoting the company publication, etc. The authors also bring in other communication channels—such as supervisory and employee meetings, plant tours, press relations, etc. The section on visual and audio-visual aids is very good.

The authors comment that one of the major complicating factors in employer-employee communication today is the labor press. Union papers have become very professional and are very influential. The authors observe: "Where management itself has no publication of any kind, and ineffective person-to-person communication, the labor paper generally has everything its own way because there is no journal to challenge its opinions."

# Personnel Research

*Vocational Interests of Industrial Relations Personnel.* By Philip H. Kriedt, C. Harold Stone, and Donald G. Paterson, University of Minnesota. *Journal of Applied Psychology*, Vol. 36, No. 3, June, 1952, 174-179.

One of the keys used in scoring the Strong Vocational Interest Blank is for Personnel Director. The field of industrial relations and personnel management has changed considerably since these keys were developed about twenty years ago. The purposes of this investigation were: "(1) to determine which industrial relations positions, if any, are adequately measured by the present Personnel Director Key of the Strong Vocational Interest Blank; (2) to develop a new key or keys for such positions if needed; and (3) to provide additional data for these positions based on the 39 occupational keys."

Strong Blanks were sent to 650 industrial relations executives. From this group a total of 386 usable records were obtained for analysis. These records were divided into five subgroups. The Personnel Director Key was found to be an adequate measure of the vocational interests of these workers, and it was concluded that no new key was needed at this time.

The authors have made an interesting study of primary and secondary patterns of interests. There was a significant absence of high ratings in the occupational keys falling in certain groups. This article should be consulted by those who use the Strong Blank in the vocational counseling of persons contemplating industrial relations work.

*Attitudes Toward Older Workers.* By Jacob Tuckman and Irving Lorge, Teachers College, Columbia University. *Journal of Applied Psychology*, Vol. 36, No. 3, June, 1952,

149-153

Employers are reluctant to hire older workers and they give many reasons for this. There is very little experimental evidence to justify the excuses that they give. The purpose of this study was to find out the extent to which graduate students hold the common beliefs about older workers. A questionnaire of 51 statements on the older worker was made up, and this questionnaire was given to 147 graduate students in a course on the psychology of the adult at Teachers College, Columbia University. There were 92 men and 55 women in the group.

The subjects were divided into two groups—those under thirty years of age and those over thirty. The data from the questionnaire were analyzed for the two age groups separately, but no significant differences were found. The authors did not consider the sex differences which they noted to be important, although there was a slight tendency for the women to be more prejudiced than the men against the older worker.

The data indicate that there is considerable acceptance of erroneous ideas about older workers, even in a well-educated group of people. There is need for more experimental evidence to prove or disprove the prejudices which are widely held about the skills, abilities and personality characteristics of the older worker.

All of the statements used in the questionnaire are reprinted in the article. The subjects were instructed to circle the Yes if they were in general agreement with the statement and the No if they were in general disagreement. They were told to answer all questions and guess if they were not sure. A number of the statements appear to be open to debate, and it might have been well to include a classification like Undecided.

*Attitudes Toward the Employment of Older People.* By Wayne Kirchner, Theodore Lindbom and Donald G. Paterson, University of Minnesota. *Journal of Applied Psychology*, Vol. 36, No. 3, June, 1952, 154-156.

This article describes the construction of a scale for measuring attitudes toward the employment of older people. A total of 53 items were originally drawn up. After three item analyses with different groups a 24-item Scale called a "Questionnaire About Problems of Older Employees," was selected from the original pool of statements. The scale is now being used by the Industrial Relations Center of the University of Minnesota in a variety of studies of the occupational adjustment problems of older workers.

One of the most interesting findings so far has been a striking age difference disclosed by use of the scale. Employees in industrial plants "under 30" are, on the average, neutral toward the employment of older workers. The "30 to 49" age group and the group "over 50" are increasingly favorable in their attitudes toward the older worker.

*Dial Reading Performance as a Function of Color of Illumination.* By S. D. S. Spragg and M. L. Rock, University of Rochester. *Journal of Applied Psychology*, Vol. 36, No. 3, June, 1952, 196-200.

This study follows one published earlier this year in the *Journal of Applied Psychology* on "Dial Reading Performance as a Function of Brightness." The data of this experiment consisted of error scores and time scores for 20 subjects reading dials under two brightness levels for each of four colors of illumination. The brightness levels were 0.1 Foot-lamberts and 0.01

Foot-lamberts; and the colors used were yellow-green, yellow-orange, orange-red, and deep red. The results showed that at the lower level of illumination performance was poorest under deep red light. But at 0.1 foot-lamberts there was no clear trend in the results. The effects of color differences were insignificant compared to those due to brightness differences.

The authors conclude that if the "critical brightness level is exceeded instrument readability is not decreased by the use of red light, which is known to best for maintenance of dark adaptation."

*The Effect of Varying Intensities of Illumination upon Performance on a Motor Task.* By Ernest J. McCormick, Purdue University, and Jarold R. Niven, International Harvester Co. *Journal of Applied Psychology*, Vol. 36, No. 3, June, 1952, 193-195.

Twenty-seven elementary psychology students were tested with the Purdue Hand Precision Test at three levels of illumination: 5 foot candles, 50 foot candles, and 150 foot candles. Significant differences in performance were noted between the trials using 5 foot candles and those using 50 foot candles, but the difference in performance between 50 foot candles and 150 foot candles was not significant.

This result suggests that increasing the illumination beyond 50 foot candles will not have a significant effect upon performance on a task of this kind. The authors think that optimum levels of intensity of illumination may exist for various types of jobs, and that in many cases it would be worthwhile to determine this experimentally. No study was made of the physical or psychological effect of varying the intensity of illumination apart from performance on the test.

# Across the Editor's Desk

## With the Personnel Associations

THE PERSONNEL MANAGEMENT ASSOCIATION of *San Diego, California*, met on June 11 to hear Dr. Walter Hepner talk about "My Greatest Personnel Problem—Myself." Dr. Hepner is President of San Diego State College. Officers for the year 1951-52 are Ken Owen, President; Dr. Will Kidwell, Vice President; Lee Thompson, Vice President; Chic Collins, Secretary; and Ed Hall, Treasurer.

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION of *Los Angeles, California*, discussed leftist trends at a dinner meeting held on May 22. Martin Berkely told the "Story Behind the Story," reporting his experiences as a Communist party member in both New York and Hollywood from 1936 to 1943. In the second half of the meeting Randy Van Nostrand outlined a course of action in "What to do About It." The new editor of *Piraspope*, the Association news letter, is Bob Human, according to an announcement in the June issue made by Lawrence T. Cooper, President of the Association.

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION describes two recent meetings in the C.T.D.A. *Bulletin*. At the May meeting Dr. W. A. Dew, Manager, Extension Division, Public Relations Department Pacific District, E. I. Du Pont de Nemours and Co., spoke on "The Responsibilities of Management." "The Legal Obligations of Training Directors to the Returning Servicemen" were helpfully described at the June meeting. The speaker was Mr. Edward K. McMahon, Regional Director, Bureau of Veterans Reemployment Rights, San Francisco. At this meeting an eight-minute feature sketch was presented by Albert Boynton, Training Director, Pacific Intermountain Express Com-

pany. The topic was "How Much Planning Should Go Into Industrial Training?" The C.T.D.A. *Bulletin* also contains such items as a summary by Walt Tait of Standard Oil Company's recent Opinion Poll; a commentary on three recent training reports issued by the National Industrial Conference Board; book reports; and descriptions of meetings for training directors.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION presented its Award of Merit to Lawrence A. Appley at a meeting held on June 16. The award is presented for "outstanding achievement in the field of personnel relations." Mr. Appley, who is President of the American Management Association, is also active as a member of the President's Advisory committee on Management. He is a member, as well, of the Advisory Committee on Personnel to the United States Atomic Energy Commission. In accepting the award Mr. Appley addressed the Association on "Personnel Administration at the Crossroads." New officers of the Association are Edward M. Walsh, Director of Personnel Administration for General Food Corporation, Chairman; R. Randall Irwin, Manager of Executive Placement at R. H. Macy and John Q. Jennings, Director of Industrial Relations for Singer Manufacturing Company, Vice Chairmen; Dorothy Hyland, Personnel Officer of the Dry Dock Savings Bank, Secretary; and E. Scarritt Jones, Public Relations and Advertising Director for Public National Bank and Trust Company, Treasurer.

THE INLAND PERSONNEL ASSOCIATION OF CALIFORNIA, has sent us notices of their May and June meetings. On May 20 Dr. Gilbert Brighthouse spoke on "Applying the Laws of Learning to the Training Pro-

gram." Dr. Brighthouse is Chairman of the Department of Psychology at Occidental College in Los Angeles. Since 1945 he has been clinical psychologist for the San Marino public schools and has served as a consulting psychologist to various industries including Lockheed Aircraft. On June 17 Lee Stockford spoke on "Performance Reviews." Mr. Stockford is Manager of Personnel Records at Lockheed.

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THE PERSONNEL MANAGERS CLUB of the *Boston Chamber of Commerce* elected officers at the annual meeting held on May 20. The new President for 1952-53 is Verner O. Nelson, of the Spaulding-Moss Company. The Vice President is Mrs. Viola Saltmarsh of Tufts College; the secretary, D. Fred Hurley of the Boston Chamber of Commerce.

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THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO held its annual meeting on June 17. The speaker was Carroll R. Daugherty, professor of Business Economics at Northwestern University. His topic was "A National Labor Policy." Mr. Daugherty was Chairman of the President's Steel Fact Finding Board in 1949, and is widely known as an arbitrator and as a student of labor relations.

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THE INDUSTRIAL RELATIONS ASSOCIATION OF BUFFALO has elected officers for the coming year. They are Raymond R. Drake, Jr., of General Mills, President; Stewart C. Watson, of Acme Steel and Mall. Iron Works, Vice President; Lawrence S. Hadley, of Allegheny Ludlum Steel Corporation, Secretary; and Theodore P. Marsden, of Bethlehem Steel, Treasurer.

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THE CENTRAL NEW YORK PERSONNEL MANAGERS' ASSOCIATION has elected new officers for the coming year. They are Harry W. Wilson, of the Skenandoa Rayon Corporation, Utica, President; Paul Dorn,

Utica Drop Forge and Tool Corporation, Vice President; George G. Harrer, Chicago Pneumatic Tool Company, Utica, 2nd Vice President; Edgar A. Doyle, Rome Cable Corporation, Secretary; and John F. Hooks, National Automotive Fibres Incorporated, Little Falls, Treasurer. Mr. Leonard J. Smith, President of the American Society for Personnel Administration spoke at the May meeting of the Association. At the June meeting Mr. Joseph Shaw of the Associated Industries, Buffalo, discussed the New York State Unemployment Insurance Law in which some changes have recently been made. A clambake wound up activities for the season. Mr. Harrer was kind enough to tell us about his lively association.

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THE DETROIT EMPLOYMENT MANAGERS' CLUB held their Annual Outing and Ladies' Night on June 11. Dr. Perry E. Gresham, one of Detroit's most engaging pulp personalities, was the speaker. The new officers of the club are George E. Gullen, Jr., Detroit Lubricator Co., President; Tom Silvester, Ford Motor Company, Vice President; Wayne Stettbacher, Employers' Association, Secretary; and C. B. Eschenbach, Treasurer. We are grateful to Mr. Stettbacher for telling us about the club.

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THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION, in its publication, *Personnel Panorama*, carries tempting announcements in both the April and May issues of the 1952 Personnel Conference. The Conference is to be held October 30, 31 and November 1 in Victoria B. C. and I have been invited to be a speaker.

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THE CAPITAL DISTRICT PERSONNEL ASSOCIATION has sent us a list of their current officers. The President is Kenneth F. Echard, of Eddy Valve Company, Waterford, New York. George F. Baggett, Albany Felt Company, is Vice President. B. W. Bentley, General Electric Company, Waterford Works is Treasurer; and D. J. Hanor,

Sterling-Winthrop Research Institute, Rensselaer, N. Y., is the Secretary.

THE BAY COUNTY PERSONNEL ASSOCIATION announces the election of officers for the coming year. Carl Ruhland, of Bay City Shovels, Inc., is the new President. The Vice President is Floyd Rexer, of Industrial Brownhoist Corp. The Secretary-Treasurer is Norbert C. Roth of Kuhlman Electric Company, 1000 26th St., Bay City, Michigan.

THE INDUSTRIAL TRAINING ASSOCIATION OF INDIANA tells us that their new officers are C. P. Robertson of Stokely Foods, Inc., President; Robert Stockment of the U. S. Naval Ordnance Plant, Vice President; and Dorothy Proesch, Training Director, L. S. Ayres and Company, Treasurer. The secretary, who was kind enough to send us the information, is E. C. Susat, District Representative, Purdue University

Indianapolis Center, 902 Meridian Street, Indianapolis 4, Indiana.

THE PERSONNEL ADMINISTRATION ASSOCIATION OF BALTIMORE reports that their officers for 1952-53 are President, F. X. Moritz, of the Baltimore Salesbook Co.; Secretary-Treasurer, R. L. Marteny, of Bartgis Bros. Co.; and Vice Presidents, E. P. Martin, of Western Maryland Dairy; J. E. Colbeck, of Proctor & Gamble Mfg. Co.; and J. B. Payne, of Mutual Chemical Co.

THE IOWA INDUSTRIAL TRAINING ASSOCIATION informs us that their President for 1952 is G. K. Davis. Mr. Davis is connected with The Quaker Oats Company in Cedar Rapids. Glenn Boysen, the Vice President, is with Meredith Publishing Company in Des Moines. The Secretary-Treasurer is Earl S. Baird, of the Engineering Extension Service, Iowa State College, Ames, Iowa.

## Conferences

INSTITUTE FOR TRAINING SPECIALISTS, under the auspices of *The New York State School of Industrial and Labor Relations* was held at Cornell June 10-14. "Economic Education in Modern Industry," was discussed at the opening session by Paul Kempf, Manager of Industrial Relations, Inland Steel Products Co., Milwaukee. Richard Johnson, Director of Training, New York Port Authority, spoke on "Training Records and Reports" on the second day of the conference. At other sessions the following topics were considered: "Co-ordinating Training Ideas with Production Situations," presented by Alpheus Smith, Assistant Director of Extension, New York State School of Industrial and Labor Relations; "Building Training Attitudes within the Line Organization," by Andrew Daly, Manager, Department of Education, International Business Machines Corporation, New York; "Developing Our-

selves and Our People," by Charles Foreman, Training Director, United Parcel Service, Inc., New York; "Executive Development with Emphasis on Guided Experiences," by Earl Planty, Executive Consultant, Johnson and Johnson Co., New Brunswick, N. J.; and "Fundamental Concepts of Supervisory Training," by Val Jean McCoy, Public Relations Representative, Shell Oil Co., Houston.

THE MERCHANTS AND MANUFACTURERS ASSOCIATION OF LOS ANGELES held a one-day conference June 14, on "Improving Employee Relations Through Line-Staff Cooperation." The purpose of the conference was to help bring about a better understanding between staff and line in any business. The problem was attacked in a very practical way, beginning with a statement of the problem by Frank D. Murphy, Supervisor, Cost Control Special Weapons Divi-



sion, Northrop Aircraft Inc. The discussion then kicked off with an expression of "Line Views" by John D. Spalding, Works Manager, the National Supply Company, Torrance. The "Staff Position" was presented by A. J. Alstrom, Manager, Personnel Division Standard Oil Company of California. Then a "Staff Panel Bucked the Line," and a "Line Panel Defended Its Goal" in two panel discussions. A speakerless session followed in which the conference broke up into small discussion groups of 12. Each of these small groups prepared a summary and conclusions for the conference chairman. At the end of the day Charles A. McKeand, Director of Employee Relations, Merchants and Manufacturers Association, Los Angeles, summarized the day's work. As a final practical touch to this well-planned conference, the proceedings were transcribed and copies sent to each registrant.

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THE 13TH ANNUAL MEETING OF THE HOUSE MAGAZINE INSTITUTE was held on June 12th at the Waldorf-Astoria in New York. The meeting took its theme from the results of HMI's 1952 survey of its membership. Hugh Rusch, Vice President of Opinion Research Corporation, summarized and interpreted the survey results in the light of that company's experience with business and public attitudes. He also suggested areas for future development. Jack Shannon, Coordinator of Public Relations, Humble Oil and Refining Co., spoke on "Your Publication and the Public." The program also included the presentation of the Second Annual HMI Award for Achievement in Industrial Communication to Pitney-Bowes, Incorporated.

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A BRIEFING SESSION ON MANAGEMENT DEVELOPMENT, sponsored by the American Management Association was held at the Waldorf-Astoria May 27 and 28. The pur-

pose of the session was to help crystallize and define the progress made in new developments of management. Speakers included Virgil K. Rowland, the Detroit Edison Company; James C. Worthy, Sears Roebuck and Co.; Charles W. L. Foreman, United Parcel Service, New York; Thomas J. Kiernan, United States Rubber Company; Admiral Frederick J. Bell, McCormick and Co., Inc.; Matthew Radom, Standard Oil Company of New Jersey; Richard R. Crow, United States Rubber Company; Dwight S. Sargent, Consolidated Edison Company of New York, Inc.; Earl G. Planty, Johnson and Johnson, New Brunswick, New Jersey; Hugh J. Phillips, Jr., U. S. Steel Company, Pittsburgh. The topics discussed were under the general headings of "Basic Information on Management Development," "The Techniques of Management Development," and "Management Development Through Individual and Group Techniques." Lawrence A. Appley, President of the American Management Association, was chairman for the conference.

The AMA held its mid-year General Management Conference at the Waldorf-Astoria June 19-20. Among the highlights of the conference were a panel on "Management Polls the Pollsters," with Dr. George Gallup, Elmo Roper and Clyde W. Hart being interviewed by Don G. Mitchell, President of Sylvania Electric Products, Inc.; and a presentation by Ralph J. Cordiner, President of General Electric Co., on "Problems of Management in a Large Decentralized Organization."

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THE 8TH ANNUAL CONFERENCE OF THE AMERICAN SOCIETY OF TRAINING DIRECTORS was held at French Lick, Indiana, in March. The meeting was attended by 759 people from 41 states, Washington, D. C., Canada, and Venezuela. The new President of the Society, elected at the conference, is W. D. Christensen, of the Eli Lilly Company, Indianapolis.

## Employee Magazines

THE UNITED STATES PIPE AND FOUNDRY COMPANY, Burlington, N. J. covers its monthly publication, *Pipelines*, for May with an informal photograph of the new company President, Claude Lawson. Just inside the cover are four more candid pictures of Mr. Lawson digging into his first day's work. The feature makes an effective introduction of the new head of U. S. Pipe to the employees, through their magazine.

H. P. HOOD AND SONS, INC., monthly magazine *Spotlight* has been mentioned before in these pages. Through its generous forty pages employees and dealers throughout New England are able to know each other. Many photographs record family histories and anniversaries, as well as meetings of interest. The various phases of the dairy industry are also well illustrated in the magazine. Jane A. Donovan is the editor.

NORTHLAND GREYHOUND LINES' 20 page 8½ by 11 magazine, *Rear View Mirror* keeps its widely scattered employees in touch with each other. A picture of North-

land's officers and department heads appears in the March-April issue. The picture was printed in response to inquiries made about the establishment of policy. The caption explains the policy-making procedure. The editor is H. H. Moon.

OLIVER IRON MINING DIVISION, United States Steel Company, puts a striking cover on the May issue of its publication, *Ore, Iron and Men*. The cover was taken from an oil painting by Jim McKenzie of the engineering department, Duluth, and shows an early dinky locomotive. The cover highlights a feature article, "From Dinkeys to Diesels," which in turn is graphically illustrated with photographs. Another eye-catching feature is the result of a study of the mining industry made by the fifth grade of a local school. More than half of the class had fathers working in nearby mines, so the project was a natural. The result is a poem called, "The Earth that God Made." The poem was written and illustrated by the children, and published in full in the magazine. *Ore, Iron and Men* is edited by Bob Burke.

## Publications

THE CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION has sent us several more of their Management Report series. These are stenographic briefs of addresses given before the Association. "The Outlook in Industrial Relations" is the title of the address given by Edward T. Cheyfitz, Assistant to the President of the Motion Picture Association of America, Inc. "Management in an Arsenal Economy," was the subject chosen by Willard Chevalier, Executive Vice President, McGraw-Hill Publishing Company, Inc. Hiram S. Hall, Industry Member, Wage Stabilization Board, spoke to the Association on "Bargaining Dangers in Wage Stabilization." "The President's Letter Technique in Employee Relations,"

was discussed before the group by C. G. Frantz, President, Apex Electrical Manufacturing Co. Edward N. Hay, of Edward N. Hay and Associates, Inc., Philadelphia, spoke on "The Analysis and Evaluation of Executive Positions." The reports sell for one dollar and may be ordered from the California Personnel Management Association, 2180 Milvia St., Berkeley 4, California.

PUBLIC ADMINISTRATION SERVICE has published a 1952 Catalog of Publications in the Field of Public Administration, under the title of *Your Business of Government*. Two interesting books listed in the catalog are *America's Manpower Crisis*, the report of the Institute on Manpower Utilization and

Government Personnel, which sells for \$3.00; and *Counseling in Personnel Work, 1945-49*, which is a bibliography compiled by Paul S. Burnham and Stuart H. Palmer. It sells for \$1.00. The catalog is available from Public Administration Service, 1313 East Sixtieth St., Chicago 37, Illinois.

THE AMOS TUCK SCHOOL OF BUSINESS ADMINISTRATION, Dartmouth College, offers a *Reading List on Business Administration*. It contains a section on Industrial Relations, Personnel Administration and Labor Relations. The Reading List may be obtained from the Amos Tuck School, Dartmouth College, Hanover, N. H., at \$1.00 per copy.

GENERAL ELECTRIC has a booklet called *It Takes All of Us*, issued in answer to the question, "What kind of business makes the best defense contractor?" The thirty-two pages are clearly set off with captions and diagrams in color. There are also some well chosen photographs. Copies may be obtained from Distribution Section 230-111, General Electric Company, Schenectady 5, N. Y.

THE NEW YORK STATE SCHOOL OF INDUSTRIAL AND LABOR RELATIONS at Cornell puts out a useful periodical, *Industrial and Labor Relations Abstracts and Annotations*, which we have noted before in these pages. The June issue summarizes an article called "What's in a Name—A Rejoinder," by S. Avery Raube, which appeared in the April PERSONNEL JOURNAL. "Against FEPC" by Randolph Van Nostrand from the same PJ issue is also described. A booklet on "Employee Benefit Plans Providing Hospital, Surgical and Medical Care," is

abstracted as well. *Abstracts and Annotations* is free, and may be obtained from the New York State School of Industrial and Labor Relations at Cornell University, Ithaca, New York.

THE SOCIETY FOR APPLIED ANTHROPOLOGY publishes a quarterly *Clearinghouse Bulletin of Research in Human Organization*. The research described in the bulletin is highly technical. Most of it concerns medicine, psychology, and sociology rather than business or industry. A summary of "Community Research in the Japan Occupation" in the Winter issue is of more general interest. Copies may be obtained from the Clearinghouse for Research in Human Organization, 79 West Monroe St., Chicago 3, Illinois.

THE W. E. UPJOHN INSTITUTE FOR COMMUNITY RESEARCH has printed two papers which were originally given at the annual meetings of the American Psychological Association in Chicago, held in September 1951. The booklet is called *Employment of the Older Worker*. The first paper, given by Clark Tibbitts, Chairman, Committee on Aging and Geriatrics, Federal Security Agency, is on the "Background of the Issue." The second discusses the "Experience of Employers in the Cleveland Area." It is by Arthur M. Noetzel, Jr., Associate Professor of Business Administration, John Carroll University. The booklet concludes with a selected bibliography on "Employment of the Older Worker," by Charles C. Gibbons, Industrial Program Director, The W. E. Upjohn Institute for Community Research. The booklet is available from the Institute at 709 South Westnedge Ave., Kalamazoo, Michigan.

## SITUATIONS WANTED

**INDUSTRIAL RELATIONS SUPERVISOR:** Available after October 1, 1952, industrial relations supervisor seeking new connection. Mature man, good educational background, broad administrative experience in personnel and labor relations work including eight years in national periodical publishing field, two years Safety Director aircraft parts manufacturing plant; two years Personnel Manager U. S. Navy Equipment Repair Depot; past 7 years personnel supervisor large middle east oil company employing more than 10,000 employees all races, twenty nationalities. Diversified experience embraces contract negotiations, wage administration, job evaluation, recruitment, placement, counseling, benefits and other phases employee relations work. Reply Box 167.

**ASSISTANT TRAINING DIRECTOR:** Heavy experience in supervisory training, using conference role-playing and case discussion methods. Able to analyze needs and adopt material. Additional experience in interviewing and placement work for large university; college graduate; age 48; prefer Metropolitan New York area. Reply Box 179.

**PERSONNEL DIRECTOR:** Will relocate. 15 years experience in retail food business. University degree in Personnel Administration and Industrial Psychology. Good health. Interested in well established organization with modern attitude toward Personnel Administration. Reply Box 184.

**INDUSTRIAL RELATIONS:** 4 years diversified experience. Presently employed as assistant labor relations director in plant of 5000. Responsible for contract negotiations and administration, grievance procedure, and foreman training. Previous experience includes personnel selection and placement. Cornell graduate. Age 28. Married veteran. Reply Box 186.

**FOREIGN SERVICE APPLICANT:** B.A. in Personnel Management, 4½ years experience in personnel and office work. Experienced interviewer, some counseling, job analysis. Age 30, excellent health. Interested in Middle East, Far East, South America. Resume. Reply Box 187.

**INDUSTRIAL RELATIONS DIRECTOR:** Thorough experience in formulating policies and directing all phases of personnel and labor relations. Present employer knows I am seeking a more challenging opportunity to build progressive program. Minimum salary, \$14,000. Reply Box 188.

**PERSONNEL DIRECTOR:** Finest education with continuing studies in personnel field. Broad business background in industry and commerce. Ten years personnel assignments with exceptionally good experience in recruiting, selection, evaluation, employee relations training, administration and other personnel functions. Capable of developing or continuing sound personnel program. Adaptable for smaller industrial and large commercial or institutional organizations. Prefer location Philadelphia, Eastern Pennsylvania, New Jersey area. Reply Box 189.

**PERSONNEL ASSISTANT:** BA Industrial Psychology plus 5 years experience in all phases Employee Relations; 3 years Wage and Salary Administration. Desire to relocate from Southwest to San Francisco Bay Area. Salary minimum \$7,000. Reply Box 190.

**LABOR RELATIONS:** 2 years industrial experience in negotiations, arbitrations, contract writing, NLRB, Wage and Hour, Wage and Salary Administration and Stabilization. Attorney. LLM in Labor Law. Age 29. Prefer New York City industrial area. Reply Box 191.

**PERSONNEL AND INDUSTRIAL RELATIONS MANAGER:** Eight years experience in Industrial Relations Management in wall board insulation industry. Four years public personnel management. Broad experience in administration of labor contracts, employment and placement, supervision of safety and foreman training programs, developing and formulating employee relations policy and procedures pertaining to wage rates. College graduate, Business Administration, age 38, will relocate. Resume/Interview at your request. Reply Box 192.

## HELP WANTED

**PERSONNEL DIRECTOR:** For 200-bed general hospital in Michigan. Some experience in recruiting, examining, training, communications and handling grievances required. Salary open. Position available November 1, 1952. Reply Box 193.

**PERSONNEL ASSISTANT:** University Graduate with Personnel Management Training to work directly under Manager of Industrial Relations Dept. Canadian preferred. Address all communication to Manager, Industrial Relations Dept. 239—6th Ave. West, Calgary, Alberta, Canada.

Advertisements will be accepted under these headings at 5¢ per line for one insertion. Average 30 characters per line, not counting for two insertions; 1¢ for three insertions or more.

# PERSONNEL Journal

*The Magazine of*

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DORIS D. HAY, *Assistant Editor*  
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# Conference Calendar

## OCTOBER

- 20-21 Chicago. Hotel Drake  
*The National Association of Suggestion Systems*. 10th Annual Convention.  
 Mr. H. J. Richey, National Biscuit Company, 449 W. 14th Street, New  
 York 14, N. Y.
- 20-23 New York. Hotel New Yorker  
*Civil Service Assembly*. Annual Conference on Public Personnel Administra-  
 tion, 1313 East 60th Street, Chicago 37, Illinois
- 21-23 Berkeley, Calif. Claremont Hotel  
*California Personnel Management Assn.* 28th Pacific Coast Management Con-  
 ference, Everett van Every, Dir., Calif. Personnel Mgt. Assn. 5th Floor  
 Farm Credit Building, Berkeley 4, Calif.
- 23-24 New York. Commodore Hotel  
*Federation of Employee's Benefit Associations, Inc.* 6th Annual Conference A. E.  
 Bosley, Secretary-Treasurer, P.O. Box "M", East Akron 5, Ohio
- 30-31 New York. Hotel Statler  
*Society for the Advancement of Management*. Annual Fall Conference, Head-  
 quarters, 84 William Street, New York 38, N. Y.
- 30 Victoria, B.C.  
*Pacific Northwest Personnel Management Assn.* Annual Conference, Executiv  
 Secretary, Wm. C. Ludders, % Portland Gas & Coke Company, Portland  
 Oregon

## NOVEMBER

- 1-2 Victoria, B. C.  
*Pacific Northwest Personnel Management Assn.* Annual Conference. Executiv  
 Secretary, Wm. C. Ludders, % Portland Gas & Coke Company, Portland  
 Oregon
- 6-7 Philadelphia. Benjamin Franklin  
*Council of Profit Sharing Industries*. Fall Meeting. Secretary, Headquarter  
 First National Tower, Arkon, Ohio
- 20 Detroit. Sheraton-Cadillac  
*National Industrial Conference Board*. General Session. 247 Park Avenue, Ne-  
 York 17, N. Y.

# Editor to Reader:-

A VACATION is either a stimulant or a soporific. Mine was the former this year. It jazzed me up and drew me out of my regular rut. As usual we went to Rockport, Massachusetts where we enjoyed the seashore, the rocks, the salt air and the water. We sailed in our Star boat, also as usual. To those who know the Star no description is necessary. To landlubbers it is a 23 foot decked-over, narrow-waisted, racing machine, with 32 feet of mast extending above the deck—which means it carries a lot of sail! All sailors are slightly peculiar but Star enthusiasts are strictly screwballs. Although my wife and I have only been sailing for six years we are virulent cases.

Small sailboat racing is highly competitive and like any competitive game is one in which many a lesson is learned, often the hard and painful way. I learned several in the process of a round robin competing against three of the best skippers at Rockport. We took turns sailing each others boats and in the fourth race each took his own. I need give no detailed explanation of my sailing prowess; you will "know all" when I tell you that my boat made the best showing and I made the poorest skipper showing! It was an education and a salutary experience.

My racing this year was complicated by the fact that I rested my hand too long on a gear wheel with the result that it got mixed up in the meshing pinion. I have had to nurse a chewed-up finger all summer as a result; which however is no alibi.

In every race you learn something; exactly how to distribute your weight, how close to trim in the mainsail, what curve to impart to the mast—and a million other details each one of which bears on a successful race.

One of the things you learn when sail-

ing, especially in a light breeze, is that when the boat is going well don't change things. In very light air a moving boat is easily disturbed. By jumping around carelessly you can spill the wind out of the sail and kill your headway. Once you've lost it you will find it very difficult to pick up enough breeze to get going again. Many things in life are like that. When you have yourself moving smoothly on your life course don't be in too big a hurry to desert that course or to make a radical change in what you're doing.

Life is like that, too. I recommend sailboat racing to those who want to get the most out of life. If you can't afford a large boat get a small one. The rewards are the same.

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MY ASSISTANT EDITOR AND I are looking forward to some interesting and stimulating conferences during the coming fall and winter. By the time you read this we will have had two days at the annual meeting of the American Psychological Association. At the end of October we will be on the Pacific Coast. The main attraction is to take part in the annual Pacific Northwest Personnel Association Conference, to be held this year in Victoria, B. C. We shall take advantage of the opportunity to circle through Seattle, San Francisco and perhaps Los Angeles and shall hope on those rounds to meet many of our old friends and to make some new ones.

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LIBRARIES FIND IT INCREASINGLY DIFFICULT to provide space for the flood of publications which hit them from all quarters. PERSONNEL JOURNAL has entered into an arrangement with University Microfilms of Ann Arbor, Michigan, to make available to Libraries each issue of PERSON-

NEL JOURNAL in microfilm form. At the price of binding a single volume the entire issue can be placed on microfilm. Under this plan the Library keeps the printed issues unbound for two or three years for individual circulation. When they begin to wear out or aren't called for frequently they are destroyed and the microfilm substituted. Sales of this microfilm are restricted to those subscribing to the paper edition and the film copy is only distributed at the end of the volume year. The film is a positive and comes on a metal reel suitably labeled.

NEW ENGLAND IS PLAGUED with the problem of competing with the South where labor costs are lower and unionization is less common. Any New England company therefore which meets and surpasses this difficult competition attracts a good deal of attention in that part of the world. While we were in Massachusetts this summer I read an interesting story in one of the Boston papers—the Herald, I think—written by Joseph E. Garland. It tells the story of the Hartnett Tanning Company in Ayer. Last year the average earnings of all employees, including a semi-annual profit sharing distribution, were \$2.04 per hour. This is 15% above the average earnings of those Massachusetts leather workers who are represented by the Independent International Fur and Leather Workers Union. The author of the story reports that the success of the company in keeping earnings high and costs low has been a combination of three factors: widespread use of piece work and other cost cutting devices; a profit sharing plan; and the strong financial and merchandising backing of its parent company. Freedom from union restrictions has been an element, it is said, in enabling the company to introduce many kinds of cost cutting plans. The high average wages show that these economies have not been achieved at the expense of the workers. Other tanneries with unionized labor say that they could equal Hartnett's record, even without

the profit sharing, if they were free of union restrictions and had equally strong financial and merchandising backing.

EVALUATION OF EXECUTIVE POSITIONS is getting to be all the rage. It is interesting to see everybody try to "get in the act". It is a little disconcerting, though, to see how many "experts" there are in this field. Until recently there was only one important company with salary standards for all executives (except a half-dozen at the top of the company). I refer to General Foods Corporation, which has had an executive salary evaluation plan since 1946. Any plan which gets very far from ranking the jobs by comparison with one another is in danger of getting so complicated that it will not be understood or accepted and perhaps also will be dangerously inaccurate. It is of course desirable to look at the job from more than one standpoint. In my own experience it is easiest, most understandable, and most successful if executive jobs are examined for three things: 1. What you must know to do the job, 2. What you do with that knowledge, where there is freedom of choice, and 3. The cost of failure to do your job right.

EMPLOYMENT REFERENCES have long been a troublesome problem. A letter has come recently from Earl P. Johnson, the President of the Pacific Northwest Management Association and who is Assistant Personnel Manager for the leading department store in Seattle, Frederick and Nelson. The letter covers the subject so well and is so clearly written that I reproduce it here, in hopes that readers will have something to say on the problem which Mr. Johnson presents.

For quite some time we have been developing an increasing interest in the use and value of employment references. This interest is sharpened by the fact that there is such a wide divergence of opinion among personnel people with regard to this subject.

In general, most employers follow the pattern of requesting both employment and personal references. Questions



range all of the way from a simple verification of employment dates to very elaborate questionnaires which would tax a psychiatrist who had worked with the applicant over a period of years.

In several of the government agencies, written requests are not used, but, rather, special investigators are employed to contact the individual references to secure the desired information. In such instances it is generally assumed by the investigator that full and complete information will be made available to him. On the other side of the ledger, most of the government agencies have quite specific restrictions on the issuance of reference material.

During the past few years there has been more and more concern, on the part of legal staffs of companies, over the potential liabilities in the practice of issuing written references, especially of a derogatory nature. Certain companies have forbidden their personnel directors to give out any other information than a verification of employment dates.

It would seem right that personnel men "sharpen up" the handling of this problem and develop a more sound code of ethics in the profession.

We know that we often continue to perform functions in a certain way just because we have always done it that way. We believe that this is an instance of where many personnel men secure the information because they think the management wants it, but they have not given very much thought to what they do with the information when they get it. Also, oftentimes the reliability of the information is very much in question.

We would like to see this subject "thrown out" to the readers for discussion and suggestions, with the thought that out of this we may be able to develop some more-sound procedures.

The March 1948 issue of PERSONNEL JOURNAL contained an article titled "Checking the Applicant's References". This was by Charles W. Books, Personnel Officer of the Pennsylvania Company for Banking and Trusts, Philadelphia. It describes a simple card form which is still being used four years later. This first report on this method showed that 88% of all inquiries were returned.

"Have you any Communists in your organization" is the essence of another question propounded by Mr. Johnson on behalf of the PNPMA Association. He says

Some of the members of our Chapter have been discussing the question: "What is the proper personnel procedure to follow when one is confronted with positive proof that one of the employees of your company is a 'hard core' Communist?" We find that varying practices are being followed. The practices vary all of the way from immediate termination to ignoring the fact. Some companies abide by the instructions of the proper government agency, depending upon them to determine the dangers involved.

No doubt many of the readers of PERSONNEL JOURNAL have faced, and are presently facing, this problem and have something to contribute toward the answers. We would like to have the benefit of their experiences, so that we will be able to be in a very strong position to make sound recommendations to our managements when and if we must deal with the problem.

We shall appreciate any suggestions which any of the contributors or readers would care to make.

General Electric recently issued a detailed statement on the Communist problem. I don't have a copy before me but it was issued from the Department of Employee and Plant Community Relations which is headed by Mr. L. R. Boulware, Vice President. His office is at 370 Lexington Avenue, New York 22. This statement was as I recall, made formally before a committee of the Congress.

In the February issue I stuck my neck way, way out! I began by saying "The function of research in personnel continues to develop in industry. . . . I have tried without success to induce the American Management Association . . . to recognize this emerging function by giving it some organized attention. . . ."

A few days after the appearance of this issue of the Journal I received a letter from Jim Rice who is Administrative Vice President of AMA, as everyone knows. Jim quite properly took exception to my statement. I shall quote extracts from his letter. After mentioning my remark he says . . . "you should know that the Association has sponsored quite successfully . . . a series of seminars on Industrial Relations Research . . .". "May I also point out that like many other management functions, industrial relations research has existed without being dignified with a formalized title for many years, and its fruits have regularly over the years been presented at and been the substance of many AMA conferences."

Jim's comment is entirely accurate. My error was in not being clear about what I meant by "research." I went on in my article to discuss it in detail but I can better

explain what I meant by quoting from some comments I made in the October 1949 issue of the *PERSONNEL JOURNAL* under the heading "Personnel Research".

Webster says that research is "1. Diligent protracted inquiry, and 2. Specifically, in science, a systematic investigation of some phenomenon . . . by the experimental method." Research, therefore, is any "diligent protracted inquiry." It does not have to be in the fourth dimension, or "scientific", or indeed anything vaguely abstract, as some people seem to think. A systematic study of the provisions of a group of labor contracts so as to be able to make a general report on the nature of such instruments, may be properly called a piece of research. So also is an analysis of the validity of an employment test, or its capacity to predict in advance of hiring which applicants will be most successful at a given task. Much research will depend on "the experimental method," referred to by Webster.

J. P. Guilford in his book "General Psychology" says of the experimental method "This is the scientific method *par excellence*. Briefly, it means the observation of facts under controlled conditions. Suppose we were to take seriously the assertions of the character-analyst concerning the differences between personalities of blonds and brunets. (That blonds are more aggressive than brunets.) How should one proceed to test this hypothesis? One could take notebook and pencil in hand and set out to find distinct blonds and brunets. When either type were found one could determine whether the individual had the traits demanded by the hypothesis. To insure a generous sample of both blonds and brunets, one could continue the search until two hundred specimens of each class were assembled. The proportion of the blonds who were aggressive could be tallied, and also the proportion of the brunets, to see whether there was a significance difference.

"But we still haven't a good scientific experiment. Suppose, by chance, the investigator of this problem collected mostly males among his blond group and mostly females among his brunet group. Suppose, as is often true, the average male is more aggressive than the average female. It would therefore appear that blonds are more aggressive than brunets, which looks like a verification of the hypothesis. The trouble is that the factor of sex difference is not controlled, or held constant. The factor of age should also be controlled, lest one group have a higher average age than the other. Besides possible differences in sex and age, there might also be differences in education, occupation, social status, or in economic level between the two groups. Before we can draw conclusions that are beyond contradiction about personality traits associated naturally with dark or light hair and skin, we must have two groups of individuals who differ, if possible, only in the one respect, and in the traits that may follow from it."

This is an excellent description of "the experimental method" referred to by Webster. And this is the method that must be followed in most personnel research if useful results are to be achieved.

The point I wanted to make, and which I did not at all do, was the desirability of more research in what might be called the quantitative method, or the ex-

perimental method as it is referred to in the quotation immediately preceding. The difference is that one kind of research, though it is properly regarded as "diligent protracted inquiry", is still non-quantitative. The results are still largely estimates or judgments, not subject to specific quantitative expression. When the experimental method is used, however, the process is one of specific measurement. In employment it is not enough to depend upon the judgments of interviewers, however skillful. Many characteristics of human beings can be measured. These measurements while not exact can be made within known limits of error, and it therefore becomes quite practical to minimize improper selection, at least on the basis of those variables which can be so measured.

Another way of stating my point is to ask if it is not reasonable that we should measure anything which can be measured rather than leaving it to judgment or estimate. As a result of research in the testing of college applicants we now know that it is possible to state the chances of success or failure of freshmen students of college. This is not done merely by intelligence tests. Other measures include such things as evidence of willingness to work.

One of the best contributions to industrial relations—or personnel—research made by the American Management Association has been a series of progress reports which have appeared from time to time in their bi-monthly publication "Personnel". Much of the material reported could be properly called research by the "experimental method".

In conclusion my apologies to Jim Rice for a totally inaccurate statement. I hope however that my explanation will stimulate greater interest in quantitative personnel research.

Ned Hay

From its founding this company has upheld the ideal of treating each employee as an individual. Also every means is used to keep him informed of the company and its problems. This concern with human relationships seems to have helped to prevent strikes and keep production up.

# Faith in Men

BY WILLIAM VERITY

Personnel Advisor, Armco Steel Corporation, Ashland, Kentucky

**D**URING the same year, 1900, that Andrew Carnegie and J. P. Morgan put together the great steel colossus, U. S. Steel Corporation, another steel company was founded. Instead of the thriving steel centers of Pittsburgh or Chicago, this company was started in Middletown, Ohio.

Unlike Pittsburgh, Middletown was distant to the coal fields. Unlike Chicago, Middletown was not accessible to Great Lakes' iron ore boats. There were no great rivers or railroads for transportation purposes. Instead, there was one railroad and the Erie Canal. There were few if any skilled steel workers in Middletown, Ohio.

The new little company had: 35 stockholders, 350 employees and \$350,000 in capital. In that first year of 1900, sales barely reached a million dollars. The original capital was spent. More capital money had to be raised at once.

Today, this company, Armco Steel Corporation, is one of America's great industrial giants. There are 50,000 stockholders, 30,000 employees, annual sales of well over \$500,000,000. Armco produces 5,000,000 ingot tons of steel per year in plants throughout the country, operates 45 fabricating plants and sells its products in every civilized country of the world.

## A SUCCESSFUL COMPANY

Why has this company succeeded? With such an inauspicious start, why and how did this small outfit survive the stiff competition of the larger steel combines? First, the Company has grown because it is a true example of free enterprise at work. It is a typical American success story. Armco grew because its roots were in the fertile soil of an economic system that was dynamic, courageous and expanding.

But, there was another very important reason. The Founders of the Company had, at the very start, an ideal. They recognized that their many disadvantages could be surmounted only if the individual employees had at heart the interest of

the Company and its problems. Only through such understanding and mutual effort could the Company possibly survive.

This ideal was translated into reality by the Founders putting their faith in their employees. They said from the start that they must put their faith in men, in each human individual who worked for Armco. At the ground breaking ceremonies in Middletown in 1900, the first President of Armco said, "If we are to progress, we must have a greater spirit of fairness and of consideration for the other fellow, his needs, his aspirations and his honest beliefs."

That was idealistic talk for a day when so-called "Robber Barons" thrived. But the Founders of Armco meant what they said. They lived those promises. The present officers of the Company are following in these same sound steps, for they recognize that these policies have captured the hearts of its employees, customers, stockholders, and friends in the communities where its plants are located.

### PIONEERING

In 1903, Armco inaugurated a collective bargaining system in the steel industry. An Employee Representation Plan was set up whereby men and management could discuss their mutual problems on a committee basis.

In 1904, a Mutual Benefit Association was established. Weekly dues collected from each employee were matched by the Company and then pooled into a fund from which sickness and death benefits were drawn. This Association was the forerunner of today's social insurance programs.

In 1917, Armco became the first steel company to establish a Group Life Insurance Plan. Most insurance companies were afraid to chance the hazards of the steel business. After Equitable learned of Armco's comprehensive safety program, the first Group Life Insurance Policy in the steel industry became a reality.

In 1919, Armco pioneered the eight-hour day. Armco inaugurated a full three-shift setup almost two years ahead of Carnegie-Illinois, U. S. Steel's largest subsidiary.

In 1923, Armco revolutionized the steel industry with the first continuous rolling of steel. For the first time, an ingot of steel was rolled in one continuous process without reheating. This not only eliminated the back-breaking job on the hand mills, but the cost of producing steel was cut so drastically that it revolutionized the automobile and appliance businesses.

In 1931, Armco pioneered a fair wage plan. This zone plan of pay was actually the basis of a wage plan adopted throughout the steel industry in 1947.

But it was in 1919 that Armco adopted a constitution for the handling of Human Relationships. In that year Armco's Board of Directors adopted a statement of policies for dealing with employees, customers, and stockholders. These policies which are still the foundation of all activities at Armco, say in essence: To succeed there must be cooperation. To obtain cooperation there must be understanding. To have understanding you must—first, take the mystery out of business; second, keep

your organization informed; third, be neighborly to all in the community; fourth, create confidence by example of company leaders; fifth, have faith in your people.

### THE ARMCO SPIRIT

To epitomize all these qualifications for successful working policies, the Founders defined an "Armco Spirit"—

"Armco Spirit is a comprehensive vital force which finds expression in the practical application of policies builded on a platform of Christian principles, in which selfish purpose has no place.

"Armco Spirit combines in proper proportion a spirit of fairness, a square deal always, both in theory and practice; a big broad view of every problem, cutting out all narrowness and littleness; a spirit of unselfishness, of loyalty, of courtesy to and consideration for the other fellow."

These words were Armco's attempt at putting Christian ethics in business to work. At the heart of Christ's teachings is his insistence on the importance of the individual soul. Armco translated these teachings into a true tolerance of the individual and consideration for the other fellow. "Seek ye first his kingdom, and all these things shall be added unto you."

Armco and its Policies continued to grow and prosper through the Twenties and Thirties. Then came World War II and its after effects. A heavy war turnover of personnel brought many newcomers to Armco. New philosophies of Government here and in Britain warped the thinking of many Americans.

Economic understanding was sorely needed. Of equal importance it seemed that the great truths of morality, principle, integrity and individual effort were in need of re-statement and re-dedication.

Armco management had recognized the problem soon after the ending of the war. Free enterprise and our competitive business system was emphasized in every public pronouncement. Training courses were being held. Armco men and women were being informed, yet there was not the same understanding as of old.

Coincident with these thoughts at Armco there was general alarm throughout the country. As a result many groups and associations were founded whose aims were the dissemination of economic truths to the American public. Many of these groups were extremely helpful and effective through the programs created by the collective brain power and resources of the various members.

### KNOWLEDGE OF ECONOMICS FOR ALL

Armco sought their help. Harding College at Searcy, Arkansas sparked many fine programs at Armco. Great help was also given by the American Economic Foundation, Notre Dame University, The Merchants and Manufacturers' Association of Los Angeles and others. But Armco had ideas of its own. Armco knew that homemade products are more often than not far more effective than purchased packages.

Taking the lead from Harding College's Freedom Forum, Armco created its own Freedom Forum. A down to earth discussion of the facts of business life at Armco was the first trial balloon. This program, entitled "Barnyard Economics" became an immediate success with supervision and the men. Condensed versions of the program were given to various civic groups in Armco communities and to several district and national conferences. It was enthusiastically accepted everywhere by audiences hungry for the facts and the truth.

Plant tours were increased. Barbers, taxi drivers, service clubs, home-maker groups were invited to the plants. With the tour these groups saw and heard a condensed version of "Barnyard Economics."

Armco men and women were bombarded with economic information. Our weekly plant Newsletter continued to carry important economic facts. Information racks were installed at several plants. Employees could voluntarily take from the racks items of possible interest ranging from management speeches, to how to grow roses, or the most recent issue of "Guideposts," a little magazine of faith. The Company monthly magazine, Arm-Co-Operator carried editorials and back-page ads which pointed out the need for profits, the dollar investment per job, who the stockholders are and why they are entitled to a fair return.

Supervisory training programs were re-vitalized and re-furbished. One program, in particular, called "Plug the Leaks" was most effective for foreman. This twelve-hour course breaking down all major costs of doing business at Armco gave our foreman an opportunity to learn more about the free competitive business system and how to increase profits by cutting costs in his own department.

Telling Armco men and women how our business system operates had been a policy at Armco for years. Our Freedom Forums only accelerated our efforts for this particular period. We did learn, right off, that our employees were anxious to learn more about their own jobs, their company, their industry. We learned that you can't say a thing just once and have it stick. A Freedom Forum has to be a continuing, full time program. The Founders of Armco had started such a process fifty years ago. Only a new approach to an old problem was needed. It was still, in simplest form, the problem of taking the mystery out of business.

#### POLICIES ARE IMPORTANT TOO

But economic education is not the total answer by any means. We found in many cases that "Armco Policies" had become a convenient phrase for a griper to hang his hat on. We found that many people were falling into the dangerous philosophy of justifying any means to obtain a desired end. The teachings of Marx that "From each according to his abilities, to each according to his needs" had become a plausible and popular doctrine.

So the second phase of doing something to recapture our Freedoms was a re-emphasis and re-statement of Armco Policies and the things and principles that these Policies stood for. The general feeling was that to combat this disintegration

of the American way of life, management must morally rearm itself, its policies and its statements.

The American people are seeking guidance and leadership. Lack of morals in our government, the grab for the almighty dollar, the even bigger grab for power by Big Government, continual crises have confused and bewildered us. In this search for guidance we are returning more and more to the thinking of our forefathers and to the philosophies upon which this great country was founded.

Increased church attendance, anti-corruption in Government movements, greater voter interest in local issues are significant signs. Unseen and unheard there is a growing feeling or recognition that our country, our institutions, our own selves are being sapped of vital strength by a lack of principle and basic morality.

### FIGHT FOR FREEDOM

Management must tune in on this great movement. Our economic understanding must be keyed to the great lesson of history that *all* institutions—religion, industry, the arts and crafts—must remain free or none will remain free.

Management cannot compromise a moral issue or the encroachment into our freedoms by Big Government. There can be no compromise with oppression or dishonesty no matter what form it may take.

In the great moral awakening that is taking place in America today, management must assume a role of leadership—or secede to others who are willing to accept such responsibility and opportunity.

Third and lastly, we found that "Faith in Men," as practiced and preached at Armco, is worthwhile. The idea upon which our free enterprise system rests is the Christian philosophy—the importance of the individual. Armco management men have always received great spiritual help in time of need by applying Armco Policies which are "built on a platform of Christian principles in which selfish purpose has no place."

The proof of the value of Armco Policies is in the pudding. In the majority of the operating plants of Armco's parent company, not one pound of production has ever been lost because of a strike. In the crippling strikes of 1947 and 1949, and now again in 1952 these Armco plants worked right through.

### THE INDIVIDUAL IS IMPORTANT

We are convinced that this record has been made because of Armco's recognition of the human element in business. All important jobs at Armco are filled from within. You can get an answer to your problem at Armco—even if you must go all the way to the President. This is not just theory or published policy, but a matter of fact. Many men have availed themselves of the privilege of going all the way to the "top."

This emphasis on the human element in our business, the placing of true



faith in men has created a sense of belonging by and among Armco people. The most basic urge within all of us is to belong. It is important in the family, at school, in a game or in any organization. Armco people feel they belong to Armco and that Armco is part of them.

Only management can create this sense of belonging. It is done through contributions of time and know-how to local problems as well as contributions of dollars. Working side by side with a man from the shop on a worthwhile local project is a morale builder for the worker, management and the community.

In discussions of important national and international affairs, management should take a vocal and consistent stand against encroaching socialism, confiscatory tax policies, international doles, America's entrance into treaties, even wars, by executive order instead of by Senatorial ratification. A better understanding of such issues is needed. The opinions of management people are wanted. It is the responsibility of management to express itself on such vital issues. A forceful and consistent stand for Americanism, for freedom, for human dignity, for what management thinks is right will attract the attention and support of the man in the shop—and the housewife.

In whatever ways we can accomplish or foster this sense of belonging, we should get them activated now. For where such a relationship exists, mutual understanding will be a major by-product.

### HAVE FAITH IN MEN

The Laws of Human Relationship or moral laws are mumbo-jumboed by many theorists into some new science. Actually, moral laws are older by many centuries than many of our newer laws in the fields of chemistry, physics and mathematics. It is sometimes well to remember that some thousand years before Christ, the Ten Commandments spelled out a true relationship between human beings.

If we are to attempt to preserve our freedoms we must start at the root of the problem. We must prove that free enterprise rests on the Christian philosophy of the importance of the individual. We must regain and reassert our faith in our fellow man. It is in our hands to create human relationships based on moral law. It is in our hands, as George Washington so aptly said, "to raise a standard to which the wise and honest can repair."

The conclusion to which I am forced is that Armco's Founders did rely on the most basic formula for success—Faith in Men. They realized early the power of faith—as taken from the Scriptures: "If ye have faith, even as small as the mustard seed, nothing shall be impossible unto you." It has been Armco's reliance on the human element in business that has wrought the present day Armco from the small tottering steel company of 52 years ago.



Ninety-three salary grades for jobs up to \$5,000 seems like too many to be workable. The author describes a salary administration plan which has this number of grades, but two years experience with it proves its practicality.

# A Salary Grade For Each Point Value

BY DAVID C. CHILDS,

Employee Relations Department, The Bank of New York

THE usual succession of events in developing a formal job evaluation plan of salary administration is to (1) analyze and describe the jobs, (2) evaluate them, and (3) "price" them. This last step consists in applying the results of the evaluation to the existing payroll in order to determine the new, appropriate rate ranges.

It is customary in doing this to group jobs into salary grades. This is done on the assumption that jobs that are very nearly of the same point value are probably so close to justify separate grades. Such grades tend to be separated by intervals of from five to ten or twelve percent. Thus, all the jobs from 90 to 100 points might be in grade 3; all those from 101 to 110 points might be in grade 4, etc. Our plan, as originally developed, had nineteen salary grades.

In many new salary plans it has been found advisable to submit the resulting evaluations to the department heads for their discussion, suggestions, and criticism. This is done to take advantage of their more intimate knowledge of the jobs involved and also to give them the opportunity to "get in on the ground floor." By being taken into the confidence of management in this way, there is usually greater understanding and more enthusiastic acceptance of the plan. We followed his procedure and submitted to each department head a list of the jobs in his department with the grade indicated for each job.

## SHENANIGANS BY DEPARTMENT HEADS

In the course of discussions with department heads we noticed a tendency to request reconsideration of a number of jobs whose point ratings put them close to the maximum points for their respective grades. For example, grade 5 might be from 111 to 120 points. If a certain job was given 119 points, it didn't take any

TABLE I  
SALARY GRADES

POINTS		SALARY			POINTS		SALARY			POINTS		SALARY		
Low	High	Min.	Max.	Mid	Low	High	Min.	Max.	Mid	Low	High	Min.	Max.	Mid
64	67	29.	44.	36.	188	191	80.	118.	99.	312	315	131.	192.	161.
68	71	30.	46.	38.	192	195	82.	120.	101.	316	319	133.	195.	164.
72	75	32.	48.	40.	196	199	83.	123.	103.	320	323	135.	197.	166.
76	79	34.	51.	42.	200	203	85.	125.	105.	324	327	136.	200.	168.
80	83	36.	53.	44.	204	207	86.	128.	107.	328	331	138.	202.	170.
84	87	37.	56.	46.	208	211	88.	130.	109.	332	335	139.	204.	171.
88	91	39.	58.	48.	212	215	90.	132.	111.	336	339	141.	207.	174.
92	95	40.	60.	50.	216	219	92.	135.	113.	340	343	143.	209.	176.
96	99	42.	63.	52.	220	223	93.	137.	115.	344	347	145.	212.	178.
100	103	44.	65.	54.	224	227	95.	140.	117.	348	351	146.	214.	180.
104	107	46.	68.	57.	228	231	96.	142.	119.	352	355	148.	216.	182.
108	111	47.	70.	58.	232	235	98.	144.	121.	356	359	149.	219.	184.
112	115	49.	72.	60.	236	239	100.	147.	123.	360	363	151.	221.	186.
116	119	50.	75.	62.	240	243	102.	149.	125.	364	367	152.	224.	188.
120	123	52.	77.	64.	244	247	103.	152.	127.	368	371	154.	226.	190.
124	127	53.	80.	66.	248	251	105.	154.	129.	372	375	156.	228.	192.
128	131	55.	82.	68.	252	255	106.	156.	131.	376	379	158.	231.	194.
132	135	57.	84.	70.	256	259	108.	159.	133.	380	383	159.	233.	196.
136	139	59.	87.	73.	260	263	110.	161.	135.	384	387	161.	236.	198.
140	143	60.	89.	74.	264	267	112.	164.	138.	388	391	162.	238.	200.
144	147	62.	92.	77.	268	271	113.	166.	139.	392	395	164.	240.	202.
148	151	63.	94.	78.	272	275	115.	168.	141.	396	399	166.	243.	204.
152	155	65.	96.	80.	276	279	116.	171.	143.	400	403	168.	245.	206.
156	159	67.	99.	83.	280	283	118.	173.	145.	404	407	169.	248.	208.
160	163	69.	101.	85.	284	287	119.	176.	147.	408	411	171.	250.	210.
164	167	70.	104.	87.	288	291	121.	178.	149.	412	415	172.	252.	212.
168	171	72.	106.	89.	292	295	123.	180.	151.	416	419	174.	255.	214.
172	175	73.	108.	90.	296	299	125.	183.	154.	420	423	176.	257.	216.
176	179	75.	111.	93.	300	303	126.	185.	155.	424	427	178.	260.	219.
180	183	77.	113.	95.	304	307	128.	188.	158.	428	431	179.	262.	220.
184	187	79.	116.	97.	308	311	129.	190.	159.	432	435	181.	264.	222.

mathematician to see that if one factor could be moved up a "step," the two, three or four resulting additional points would put the job into the next grade with a consequent rise, in our plan, of from \$4 to \$20 a week in the salary midpoint. This, we felt, was entirely out of proportion.

This situation became so noticeable that we were seriously concerned as to how to stem the tide towards up-grading of a great many jobs, a development which, we could see, would gravely distort the plan.

In considering the matter, the most likely solution seemed to be to reduce the influence of "difficulty" points on salary grades so that a change of only a few points would mean a change of only a few dollars. Why not eliminate the artificial grades and have, instead, a grade for every point value? We considered the possi-

bility that the added number of grades would make the plan burdensome, but the more we considered it the less important this problem seemed to be. What difference did it make if, upon re-evaluating a changed job, it moved from grade 27 to grade 30, instead of from grade 9 to grade 10? In other words, let the jobs fall on the pay scale where they would, as evaluated. We discussed this with our consultant and he could see no objection to it. He informed us, in fact, that this method had already been used in the executive salary plan of another corporation, and had proved readily workable. We determined to give it a try.

The result was the development of a series of salary grades as shown in Table 1. It was found better, when working them out, to divide them at even two dollar per week intervals of salary, rather than at odd-cent intervals, and to jump the maximum an extra dollar at periodic intervals to restore geometric balance. The consequence may be seen in the Table. Many of these grades, of course, are not in use at the present time and will remain inactive until newly-evaluated or re-evaluated jobs fall at the point values for such grades.

In short, this plan of salary grades solved our immediate problem and was readily accepted by the department heads, who have found the closer gradations more convenient to work with. We are well satisfied with its operation and our two years' experience has revealed no difficulties or disadvantages.

## About the Authors

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An experimental study was made which developed a modification of the member-centered conference method of training supervisors. The effectiveness of this new method was tested by matching the progress of its members against that of members in the usual type of training conference.

# Forced Leadership Training

BY EUGENE E. JENNINGS,

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WHAT is the best way to train supervisors in dealing with and understanding human relations problems? At present the most popular method is by conferences which attempt by pooling the experiences and opinions among the conferees to solve their individual and group problems. The conference leader, after determining the topic and anticipating possible conclusions, draws these or similar conclusions from the conferees by careful questioning and controlled discussion.

A criticism of this method is that the conference leader and not the conferees acquires much of the training in dealing with human relations problems. A typical conference usually requires the leader to separate the essential and applicable information from the trivial and irrelevant; draw everyone into active participation without allowing a "bull session" to develop; inflate the egos of reticent members and restrain and guide the loquacious extroverts; promote competition and at the same time preserve equanimity; stimulate when the conference bogs down; inspire poise and self restraint when emotions run high; prevent strong prejudices from growing into bitterness; and most important, motivate when indifference prevails.

The result is that the leader acquires insight into human relations problems. The embarrassing situations, emotions, misunderstandings, prejudices, which are often identified with conferences are excellent examples of human relations problems encountered on the job. Why are the conferees being treated with "kid gloves"? Why encourage them to rely upon the leader to solve these problems? How can they be encouraged to solve their own problems by their own means?

One way to encourage self-directive training is by the member-centered method<sup>1</sup> which promotes a "leave alone" attitude by insisting that the members determine

<sup>1</sup>*Personnel*, "Techniques of Member-Centered Training," Volume 28, Number 3, November 1951, p. 236.

their own problems and develop solutions by their own resources. If they become bogged down, the air becomes loaded with tensions, embarrassing situations arise, the trainees are encouraged to solve these and similar problems by themselves.

The major weakness of member-centered training is a low participation rate even under the most favorable conditions. Whereas an excellent conference leader can be sure of perhaps sixty to ninety per cent participation, the member-centered trainer can be grateful for twenty to thirty per cent. This means that *few* conferees express their opinions and biases, get involved in arguments and develop their own points of view. Actually *few* gain insight, understanding and help.

The objective of this paper is to describe an experimental study the purpose of which is (1) to develop a modification of member-centered method designed to encourage maximum participation and, (2) to test its relative effectiveness in comparison with the conference method.

### TRAINEES DIVIDED

Maximum participation is attempted by bringing about a situation in the training session which will more or less "force" the conferees to assume participating roles. After the trainees develop a case study around a particular human relations problem, and before possible solutions are forthcoming, the trainees are divided at random into small groups of approximately four or five each with instructions to go into a huddle and within a time limit bring back and present before the whole group a solution.

In short, here are several small groups of trainees with a clearly defined problem and instructions to arrive at a solution. No one is designated as the discussion leader; yet after getting into their little huddle someone will probably attempt to get the conversation going and guide the thinking through to a solution. This "leader" will probably present the solution later before the whole group.

A week later in the second session the same procedure is used with a different human relations problem except the so-called "leaders" of the first session are put into one group while the remaining trainees are randomly distributed into several small groups. Thus, another opportunity is afforded the "non-leaders" to participate in discussing a problem and developing its solution.

In the third session with a new human relations problem clearly defined and awaiting solution, the "leaders" of the two previous sessions are randomly distributed into small groups while the remaining "non-leaders" are treated likewise. As usual the groups retreat to privacy and from this session several "non-leaders" are "forced" to assume leadership roles. The process of whittling down the "non-leaders" continues until a minimum of two or three remain. In this manner maximum participation is encouraged.

The superiority of what may be referred to as "forced leadership" in comparison with conference method was tested in a midwestern plant. Forty first level produc-

tion supervisors (volunteers for the training program) were divided into two groups equal in numbers and comparable in performance. Comparable performance was attempted by means of superiors ranking from best to poorest on the basis of over-all performance. From this ranking the twenty supervisors with odd ranks were designated group A and given human relations training by conference method. The twenty supervisors with even ranks were designated group B and given human relations training by the "forced leadership" method.

#### PROBLEM ANALYZED

In the first session group B was instructed to analyze the general problem of supervision in the plant and, with a problem seemingly common to the conferees, develop a case study with all the information necessary for a practical solution.

From the trainer's introductory statement that the trainees knew better what their problems are, they were left to their own resources. As usual, sometimes five minutes elapsed before someone would "break the ice" and relate a problem which presented considerable difficulty. A case study was rigged-up with information pertinent for a practical solution. Control was kept to a bare minimum. The smoothing out of embarrassing situations, prolonged silences, hasty generalizations, impolite interruptions, misunderstandings and other tensions were the group's responsibility.

After the case study was carefully outlined and understood the supervisors were divided at random into five groups of four each with each group assigned a private room. The instructions were to "discuss the case under study and in forty minutes bring back a solution. Each sub-group's solution will be offered and discussed with the objective of arriving at the 'best' solution." Of course, no one was designated the discussion leader. He would have to emerge somewhat naturally. Usually one conferee in each sub-group assumed leadership in developing a solution.

A week later in the second session the same procedure and instructions were used with a different human relations problem. The five "leaders" of the first session were put into one group and the remaining fifteen were randomly distributed into three groups of five each.

In the third session the five most active "leaders" of the first session together with the three new "leaders" were randomly distributed into two groups of four each. The remaining twelve "non-leaders" were randomly distributed into three groups of four each.

In the fourth session the eight "leaders" of the previous sessions were grouped with the three new "leaders" and the eleven were randomly distributed into three groups of four each and one of three. The remaining nine "non-leaders" were randomly distributed into two groups of five and four each. The fifth, sixth and seventh sessions whittled the "non-leaders" down from seven to five to three until just two remained.

The eighth session summarized the problems, cases, solutions of the previous

sessions. Because of the possibility of a relationship between the subject discussed and the tendency to assume leadership roles, the cycle of seven sessions was again completed with different human relations problems in each session. The sixteenth session was used to summarize all previous sessions. Concurrently group A was given sixteen sessions of training in similar human relations problems by conference method.

### EVALUATING THE RESULTS

The important question at this point is; after a substantial period of time upon completion of the training program did a significant change occur in the performance of supervisors in group A in relation to group B?

To compare training performance *before* and *after*, the forty supervisors were evaluated six months after completion of the training program. The result was that whereas the number of supervisors in groups A and B in the upper and lower halves of the ranking were equal in the *before* training evaluation (each group had ten above and ten below), the *after* training evaluations found fourteen of group B supervisors in the upper half of the ranking with only six group A supervisors. A significant change occurred in the over-all performance of supervisors given human relations training by "forced leadership." On the basis that the objective of training is to improve performance, it appears that "forced leadership" is superior to conference method.

Regarding the reliability of the "forced leadership" method in drawing forth discussion leaders, the results indicate that those who assumed leadership roles in the first cycle were the same in the second. Three of the four "leaders" in the first session of the first cycle were also "leaders" in the first session of the second. A "non-leader" in the first cycle was a repeat in the second. The tendency to assume leadership roles in the first cycle correlates  $+0.89$  with the same tendency in the second cycle. The present evidence indicates that "forced leadership" had considerable reliability.

Strikes are wasteful both to management and labor. A survey of labor conflicts during recent years seems to show that the machinery of the Taft-Hartley has been helpful in preventing strikes.

# Taft-Hartley and National Emergency Strikes

By LEE W. COZAN

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ONE of the provisions of the Labor-Management Relations Act of 1947, commonly referred to as the Taft-Hartley Law, that has provoked much controversy is the one setting up machinery for granting injunctions during national emergency strikes. The deep-rooted bitterness of organized labor against such legal restraints stems from their indiscriminate use during the early stages of trade unionism in the United States. However, a careful examination of the past and present purposes in the issuance of injunctions does not reveal any similarity.

During the nineteenth century and early 1900s, the purpose of the injunction was to hinder the growth of labor unions. Management had merely to go to any judge, file a claim that a union was or was going to commit an unlawful act, and an injunction was issued by the court. No union representatives were requested to present their case.

However, inspection of the definite procedures to be followed in granting injunctions under the Taft-Hartley Act belies any assumption that there exist similar goals, as in the early history of trade unionism, in issuing legal restraints in labor-management disputes.

Under the statute, when the President of the United States believes that a threatened or actual strike in a majority portion of a critical industry, such as the aircraft, maritime, mining, railroad, steel, etc., endangers the national health or safety, he may, under Title II of the Taft-Hartley Law, appoint an emergency panel to investigate the basis of the industrial dispute. The board reports the facts, including the relative positions of both parties. The report is made available to the public.

After the report is received by the President, the law stipulates that he may order the Attorney-General to petition a federal district court for an injunction against the strike. The District Court can grant a restraining order "only" if it agrees that a substantial part of the industry is affected and that national health and safety is endangered.



If an injunction is issued, the law requires that the parties attempt to settle their differences through conciliation for the following 60 days. The fact-finding board then makes another public report to the Chief Executive, citing current positions of both parties, the efforts that have been made to settle the dispute, and the employer's last offer of settlement.

#### ELECTION IS HELD

During the next 15 days, the National Labor Relations Board holds an election among the employees to determine whether or not the last offer by management is acceptable. Within the last 5 days of the 80-day injunction, the results of the election are reported to the Attorney-General, who "must" then petition the District Court to vacate the injunction. Thereafter, if the majority of the employees signified refusal of the last offer of settlement, the unions are left free to resort to the strike.

Critics of the Taft-Hartley machinery have called the 80-day injunction a "warm-up" or an opportunity for both disputing parties to prepare for the inevitable strike when the restraining order is removed, and hold that it provides no incentive for a strike settlement because it arouses bad feelings. Proponents of the statute argue that both parties attempt to settle their differences by conciliation, as stipulated by the law, and this affords a greater opportunity for settlement of labor disputes without loss of production.

Since passage of the Taft-Hartley Law, the President has appointed fact-finding panels nine times, but only six of the industrial disputes went as far as issuance of a court injunction. In 1948, four disputes took place involving the atomic energy, mining, maritime and longshoremen industries. Bargaining sessions begun after the injunction was vacated resulted in agreement in the atomic energy dispute, while the mining disagreement was settled when a court ruling concerning a pension plan was rendered. In the maritime controversy, a settlement was reached at the expiration of the injunction on the Atlantic Coast, but a three month strike took place on the Pacific Coast after the legal restrainer was removed. After all steps of the Act had been used in the Atlantic Coast Longshoremen dispute, Federal mediators induced the parties involved to continue bargaining until agreement was reached.

In 1950, bituminous coal strikers continued their walk-out after issuance of injunction and settlement was reached after Congress authorized seizure of the mines. Labor disputes in the non-ferrous metals industry in 1951 were settled with some companies before an injunction was granted, others during the injunction, and the rest after the restraining order expired.

It would appear from the above results that the procedures, set up by the Taft-Hartley Law to handle national emergency strikes, have not been a negative factor in collective bargaining. On the contrary, one would surmise that the machinery tended to encourage continuous bargaining in industrial disputes and thus, minimizing prolonged strikes with consequent loss of vital production which would be extremely detrimental to the health and safety of the country.

This article has been prepared primarily for the woman interviewer, supervisor, office manager or personnel director to guide her in training the beginning office worker for a successful business career.

# Be Kind to Beginners

By BLANCHE S. ECKLES

FOR the beginning office worker, life in its grimmest aspects generally starts with the first job. She looks for and has every right to expect proper guidance in her new position. Generally speaking the term "beginner" is applied to the young woman in the seventeen to twenty-one age group, who has had a year or less of actual office experience, or who is a recent business school, high school or college graduate. To those obtaining employment, the first year out of school is likely to be one of adjustment to office routines, procedures and people. Not all girls today have long-range plans; some will be obliged to change jobs before they can, with reasonable assurance, formulate a possible goal for themselves, or look forward to increased earnings.

The training and guidance of beginners is vital. If properly carried out through adherence to a sustained program of daily practice, the young office worker will not only gain the discipline necessary for a successful working career, but the time and effort so expended will pay off in dollar value to employer and employee alike. Most happy and effective office workers are not just "born that way." They are the result of kindness, understanding and step-by-step training of some executive or supervisor.

No research is required to spotlight the fact that the beginner goes to her first job with enthusiasm, determination and high hope for the future. And here's where the supervisor's most important piece of public relations comes into play. All phases of training are time-consuming. Yet what is more rewarding or satisfying than the pleasure derived from having had a part in molding the future success of another human being!

It is significant that a large percentage of personnel managers and employers hire office workers with no experience. Those who object to hiring inexperienced young women do so for purely personal reasons, such as the timidity of the beginner and the fact that company executives or those in key positions are "too busy" to give the time necessary to train the young office worker. There are some who admittedly feel that the average beginner works so hard to make a good impression that she has little time in which to do a full day's work. Still others feel that the

new worker lacks initiative and is at times confused or overwhelmed by multiple instructions. But a far greater number welcome the beginner, since she can be molded more easily into the pace and pattern set by a particular office. Employers frankly admit that the beginner's sincere desire to do a good job is an admirable trait, and one that is highly regarded.

#### GETTING THE BEGINNER OFF TO A GOOD START

What experienced office worker cannot recall with a shudder her first days in her first job! Early in my own business career I determined if I should ever occupy an executive position, to be as kind and patient with a younger generation as my first supervisor was with me. So much depends on that first start, that certain facts are worth enumerating here, for the guidance of the supervisor and the employer as well.

It is a commonly accepted practice in business to hire office workers on the basis of an interview and tests. The manner in which interviews are conducted and tests given is of paramount importance, because certain traits and characteristics show up clearly in the applicant at that time. The amount of time given the prospective employee is also important. Many organizations conduct only one interview, but two is not excessive even in these times if, by having the candidate return, you have learned something constructive about her. If not actually hired, however, or at least given some encouragement on that second visit, the chances are your applicant will go elsewhere and land her job.

We all need to remember that we ourselves were once beginners. Someone gave us a hand and a lift. So be kind. Allow the young applicant plenty of time for her interview. In some cases an hour is not excessive. Treat her as you would a friend. Don't consider it beneath you to extend your hand in greeting or proffer a comfortable chair. Make her as welcome as you would a guest in your home. She is nervous. She is facing the unknown and on guard for the unexpected.

Make those first few minutes ones of friendly conversation. Inquire about the experiences she has had looking for her first job. After a few words of reassurance lead the talk to her starting on her career in business. These preliminaries can serve two definite purposes: that of encouraging conversational responses to provide you with personal data, as well as that of obtaining her reaction to the particular situation of being interviewed. Through the interview should be revealed information concerning her family, her outside interests or hobby, and her church activities—important factors by which to judge character. Do not probe. Keep your inquiries friendly; she will respond in like manner.

The prospective employee will, by now, be more at ease and will doubtless reveal a great deal about herself without the aid of further specific questions. If your company is one that makes use of tests, mention these during your first talk with her. Indicate just what tests will be given. Should your candidate prefer a particular typewriter, make every effort to have that one available for her testing or, failing

that, at least supply her with a modern one. With good equipment she will do a more acceptable job of testing. I am amazed at the number of organizations who test their applicants on battered or inferior typewriters!

### GETTING READY FOR THE TEST

A sound method of getting ready for the typing test is to first allow the candidate to try out the machine for five or ten minutes to "get the feel" of it. By going from this trial period into the actual test, the change-over will be easier. For this purpose we use a magazine of large-size print (such as "The Readers' Digest") or other *interesting* typed material.

Testing is done in a quiet room where the applicant works alone. She will muster up more confidence when she realizes no one is watching. An experienced interviewer or tester is able to judge approximate typing speed just by hearing the click of the candidate's keys. Other tests follow, but give the prospective employee only such tests as will be required to judge her ability on the job. Long periods of testing are exhausting and, in most cases, unnecessary. Reveal test results to the applicant promptly.

Numerous supervisors are placed in the job for the sake of convenience, while lacking the qualities required of one in such a strategic position. Supervisors worthy of the title train themselves to train others. They know how to exercise patience and understand the adjustments required of the beginning office worker. They realize, too, that those on their first job have much to learn during the first weeks and months in the office.

The beginner may not know to whom to turn when in doubt as to the correct office procedure. Supervisors must spend a considerable amount of time in training a new employee, and even more time in the case of a young beginner, if the worker is to adapt herself quickly to the office situation. Remember how important it is for the beginner to know just who is responsible for giving her her instructions. Whether it is the supervisor herself, or another employee designated by the supervisor, confusion is reduced to a minimum if the girl is made to feel that definite provision has been made for her introduction to the job. Gradually, of course, she will come to learn her work and the ways of an office sufficiently to be more and more on her own.

At the very outset of employment, brief the young worker on office policies and procedures through your Employees' Handbook, or other means. Promptly, on the first morning, introduce her to her co-workers. If she is from out-of-town it is just plain kindness to take her to lunch that first noon, in an effort to overcome her timidity and put her at ease. She will love you for it.

Instructing the beginner in the system of filing may be done by another worker. However, for good results, the wise supervisor will herself acquaint the young employee with such things as letter set-up, the correct manner in which to answer the

telephone and take messages, the mailing rules, the necessity of recognizing the faces and names of office visitors, and so on. It is crucial that she be safeguarded from early embarrassment by instruction in the habits of her new "boss." Any peculiar mannerisms or idiosyncrasies are pointed out to her. See that her lunch hour is definitely set in consideration of other workers in the same office.

Some office managers and supervisors lose sight of the fact that margins, centering and proper judgment in the spacing of a dictated letter are all special problems to the beginning stenographer or typist. One of the most notable detractors from her efficiency can be the lack of skill in handling carbon papers. It is a grave mistake to point out her errors without an immediate follow-up on the "why" of the right way. Be lenient with your praise, but avoid flattery. Be consistent in checking up on her progress. Frequent attention will bring out her best performance. You are hindering, not helping, if you fail to voice your pleasure of sincere efforts.

Don't allow friction to arise through an older worker's jealousy or impatience with the beginner. Because experienced employees know the routine of the office and do not have to wait for instructions, the young worker is at a disadvantage which older workers do not always understand.

#### HOW TO USE THE TELEPHONE

Of course, you will want to get down to the business of accepted telephone technique early in the employee's training period. We put the young worker through her paces by a two-way telephone conversation via the inter-com system. By this method even the timid young woman is forced to put her best manners into play through questions put to her by the "caller." Get across to her the fact that courtesy and service are the keynotes in handling both inter-office and outside telephone calls. The importance of proper telephone training cannot be overstressed.

Also, in the beginner's training period emphasis is placed upon seeking out "fill-in" jobs when other regular duties do not occupy her time. Alert supervisors keep in mind the fact that young office workers attempt to fulfill duties in the order in which they are received, unless taught to judge work in the order of its importance. Remember to exercise caution in adding to the new employee's duties because of the absence of other workers. Some beginners are not sufficiently organized to assume emergency duties, and only frustration will result.

We need to develop the idea that very young office workers are *people* who need the guidance and sympathetic understanding of supervisors and employers in the process of "growing into the ways of business."

Both in my training of and work with office personnel, I have consistently practiced what I like to term "The 3-H Success Plan: Help with the *Hand*, the *Head* and the *Heart*." It is a human approach and might well be employed by executives and those in supervisory positions in guiding youth toward a happy future, and a greater competency in office work.

**PRINCIPLES OF HUMAN RELATIONS.** Application to Management, by Norman R. F. Maier. John Wiley & Sons, Inc., New York, 1952. Price \$6.00, pp. ix, 474.

Both the author's intentions and his performance in this book are fresh and important. But perhaps for that very reason it is not an easy book to extract the juice from. The author's eye seems to me to have been less on the reader than the original quality of his message warrants.

The material is a composite of conceptual statements which the author considers to be his "principles," of numerous program suggestions including discussion methods, role playing devices, group action processes, and a variety of case records for study and analysis. All of this resource data has stimulating value for the careful student. And this is especially true because this is one of the few volumes which has thus far striven to apply the social-psychological and "client-centered" counselling findings of recent scholarship to the uses of industrial supervision and training. The author's bibliography refers to sixty books and articles, practically all of which are less than ten years old. And it should be acknowledged that the assimilation of these rewarding insights into managerial thinking is not going to be an easy or rapid achievement. It is this fact alone which prompts the sympathetic comment that more attention might have been paid to hitting at the level of present attitude and interest of those who are likely to read or should be encouraged to read this kind of formulation.

My other reservation is that the title seems misleading in that it promises too much. Actually, the main thesis relates to the development of supervisory capacity through application of modern psycho-

logical concepts of the self and its fulfillment in a setting of industrial experience. Surely it is still too early to write adequate books to which the present title can accurately be affixed because of the burgeoning of thinking and experimenting in this whole area which is now occurring.

Despite my reservations, it is heartening to have this book written at this time. It will serve a most useful purpose among the hardier and more forward-looking teachers and practitioners who will wrestle with its pages and accept the integrity of its basic purpose.

Ordway Tead  
Harper and Bros.  
New York City

**THE MAN ON THE ASSEMBLY LINE.** By Charles R. Walker and Robert H. Guest. Yale University Press, New Haven, Conn. 1952.

There are many offices where clerical operations are so highly routinized that problems of employee adjustment to the job are similar to those which exist in factories. The similarity will increase as work simplification methods come to be used to even greater extent. This book, therefore, should be of interest to personnel managers in large offices as well as to those in manufacturing.

For four months, the authors observed the assembly line at a modern auto plant which was turning out 350 cars a day. Among other things, they wanted to find answers to these questions: What effect on a man has the endless performance of a fixed number of rigidly organized operations within a set time along a given distance of the assembly line? How does he feel about a job where the breakdown of the unit of

work to its simplest component requires the minimum of skill on his part?

The men, it was found, were strongly opposed to the repetitiveness of their jobs. What's more, they introduced variations of their own to break the monotony. For example, some men would "work up the line" very fast and then wait around before beginning again. The researchers found more absenteeism among the men who were doing the most simplified and standardized operations, and there was also more turnover in this group.

This plant tried job rotation in some sections as a way of providing more opportunity for the individual employee to acquire and use a greater degree of skill. Indications are that job rotation is just as efficient as keeping the same men always on the same tasks. (Another plant that is using job rotation successfully is Bristol-Meyer's Hillside, New Jersey operation.) Enlargement of the job was also found by the researchers to be practicable. By building up the job a bit, instead of breaking it down to its simplest unit, efficiency was not sacrificed and worker satisfaction increased.

This research—part of a series being conducted by Yale University on the impact of technology on labor—shows that the organization of the job itself is an important factor in worker satisfaction or dissatisfaction. Ever since Elton Mayo's research in the 1930's, emphasis has been on trying to communicate to the worker that management is interested in him as an individual. This, apparently, is not effective unless management actually takes cognizance of the things that matter to the employee—such as the satisfaction possible from the work itself.

**HOW TO TALK WITH PEOPLE: A GUIDE FOR THE IMPROVEMENT OF COMMUNICATION IN COMMITTEES.** By Irving J. Lee. Harper & Bros. New York, 1952.

Here is a fine layman's manual on general semantics. Without using any of the

technical jargon, the fundamentals of the subject are presented. The book is particularly good because the theoretical material is linked with a concrete problem: how to make conferences and committee work more effective.

Before writing this book, Professor Lee (Northwestern University) attended over 200 committee meetings to study what happened in those that proved fruitful and what happened in meetings that turned out to be a waste of time. He comes up with a number of suggestions as to how a chairman or leader can guide a discussion so that real work is accomplished. For example, he shows how the leader can:

1. Reflect the feelings of the various participants.
2. Point out areas where knowledge is imperfect.
3. Anticipate the blockages in communication that can occur when people begin to apply labels and indulge in name-calling.
4. Keep the first part of a meeting pinned down to the description of a problem before proceeding to the discussion of solutions.

Experts will recognize the concepts behind the author's simple exposition. Professor Lee is well-known in the field of general semantics and no doubt a wide audience in industry will read and appreciate this practical manual to good committee and conference work.

**RETAIL PERSONNEL MANAGEMENT.** By William R. Spriegel and Joseph W. Towle. McGraw-Hill, New York.

Most good textbooks on personnel administration can be utilized by executives in industry, trade, and business, but it is very helpful to have some texts in the field specifically applicable to one of these three branches. The retail field, in particular, regards its personnel problems as something quite distinct from those encountered in commercial and manufacturing concerns.



Or so it would seem from the infrequency with which they are willing to employ personnel executives experienced in general offices and industry.) Whether or not this attitude is entirely justified, it is certain that a text which limits its examples and case material to the retail field should be very attractive to personnel managers in stores. The authors of this book have a sound knowledge of operating problems of large retail organizations. Coupling this with their specialized knowledge of personnel principles and methods, they have turned out a very useful handbook. It is regrettable, though, that it does not contain more material on handling unions in the retail field and on the problems that have made it possible for white collar unions to make an inroad here.

**WAGE-HOUR LAW—COVERAGE.** By Herman A. Wecht. Philadelphia, Joseph M. Mitchell Co.

When Congress revised the Wage-Hour law in 1949, it threw into question a large body of court decisions that had carved out the meaning of the law that

first became effective in 1938. Particularly troublesome was Congress' redefinition of the term "produced"—the key for determining coverage in the numerous industries producing goods for commerce. Here an expert provides an exhaustive analysis of the law and the applicability of the large body of case decisions. Mr. Wecht has assembled the principles laid down by the courts for determining coverage under the law, and analyses these in terms of the 1949 amendments. In an introductory section, he discusses the historical background of the Wage-Hour law, its constitutionality, and the general principles governing its operation. In a final section of the book there is an appendix containing the text of the amended law, the Wage-Hour Administrator's Interpretative Bulletin on Coverage, and an 83-page topical index.

This book represents a unique and pioneering effort to make the law and its application intelligible. Two other volumes are planned by Mr. Wecht, dealing with administration and practice under the amended law.

## Personnel Research

*Is HOW SUPERVISE? an Intelligence Test?* by Kenneth A. Millard, Macalester College. *Journal of Applied Psychology*, Vol. 36, No. 4, August, 1952, 221-224.

*Reading Ease Scores for File's HOW SUPERVISE?* By Paul W. Maloney, University of Minnesota. *Journal of Applied Psychology*, Vol. 36, No. 4, August, 1952, 225-227.

These two articles which appear together may well be considered at the same time, since they deal with aspects of the same problem. File's *How Supervise?* was designed as a measure of supervisory attitudes, but some users have expressed the

conviction that it is largely an intelligence test. The first study mentioned was undertaken to secure evidence on this point.

Three groups of supervisors were studied: 49 factory supervisors, 71 office supervisors, and 77 supervisors of newspaper carriers and dealers. Twenty-nine of the subjects were women, but no significant sex differences were found. Each of the supervisors took *How Supervise?*, Form A and the *Adaptability Test*, Form B.

Using the *Adaptability Test* as a measure of intelligence, this study found a substantial correlation between intelligence and *How Supervise?* for factory supervisors



and supervisors of newspaper carriers and dealers. For office supervisors, the correlation was considerably smaller and of less certain significance. Inspection of the blank indicates that the items are phrased so that they fit some kinds of supervisors much better than some others. The statements are couched in academic language which suggest that readability may be a factor in the situation.

For this reason the second study listed above is very useful. Maloney analyzed both forms (A and B) of *How Supervise?* according to the Flesch readability scale. The mean readability, directions included, is of high school graduate difficulty. In contrast, less than a quarter of a nationwide sample of foremen were high school graduates. The differences found above for office supervisors as opposed to other supervisors may be a function of reading ability. For lower level personnel *How Supervise?* would seem to be of doubtful validity as a measure of supervisory ability. Maloney rephrased several of the items to show how the test could be made more readable.

*Psychological Test Performance of Steel Industry Production Supervisors.* By Wesley A. Poe and Irwin A. Berg, Northwestern University. *Journal of Applied Psychology*, Vol. 36, No. 4, August, 1952, 234-237.

The men studied were 33 production supervisors in a steel plant. They all had comparable responsibilities in that they supervised the men who actually made the product. Greater emphasis is often placed on the training of supervisors than on their selection. In this firm the present selection methods include tryouts on the job, interviews with management officials, and informal comments by foremen.

The job success of the 33 production managers was independently rated, using a paired-comparison method, by the plant superintendent and two of his assistants. The raters were unanimous in their agreement on the top 10 and the bottom 10 su-

pervisors, and these were used as the "high" and "low" groups in the study.

The men were given a 7-hour battery of 10 tests of intelligence, mechanical ability, personality, and interest. It was found that the *California Short-Form Test of Mental Maturity*, the *Survey of Space Relations*, and the *Adaptability Test* differentiated between the "high" and "low" supervisors at the 1 per cent level of confidence. The *Mechanical Comprehension Test*, two scales on the *Bernreuter Personality Inventory*, and two scales on the *Strong Vocational Interest Blank* distinguished between the two groups at the 5 per cent level of significance. None of the other tests, yielded significant differences.

Attention should be called to the fact that all of the supervisors in the study were doing a satisfactory job and being paid 6 to 10 thousand dollars a year for doing it. It would be interesting to compare a group of successful supervisors with a group of men who had failed to make good as supervisors, using the same tests. The results might be very different.

*Temperament Traits of Executives and Supervisors Measured by the Guilford Personality Inventories.* By Joan S. Guilford, University of Southern California. *Journal of Applied Psychology*, Vol. 36, No. 4, August, 1952, 228-233.

The author recognizes the fact that personality tests have usually been found to have low validity when used in vocational situations. She points out, however, that any improvement in prediction, particularly at the higher levels in an organization, is valuable. Technical skills which are more easily evaluated are relatively less important than traits of temperament in determining success at the higher executive levels.

The purpose of the study was to determine in what specific respects the executives differ from low level supervisors with regard to certain personality traits. The

subjects were 208 executives in a large chain grocery and 143 supervisors in the same company. The tests administered were the Guilford series of personality inventories which give scores on thirteen traits. The results indicate that the executive scores significantly higher than the supervisor. The profiles which are presented graphically show these differences. However, the more outstanding feature of the graph is the similarity in personality pattern between the two groups. Both groups are quite a bit above the mean for college students in the direction of "better adjustment."

On the basis of a criterion of success defined as "job performance" ratings, the following traits contributed significantly to success of the executive: (1) sociability, (2) lack of inferiority feelings, (3) cooperativeness, and (4) masculinity. The traits contributing significantly to the success of the supervisor were: (1) emotional stability, (2) calmness and composure, and (3) cooperativeness.

The author feels that the validity coefficients are lower than they might be because of the factors of restricted range of scores due to selectiveness of the groups, and the possibility of falsification of responses on the tests. It is suggested that experimental evidence is needed to determine the extent of falsification in such tests. A trial testing in which the executive or supervisor is asked first to respond to the inventory honestly and then again as he thinks the best executive or supervisor would respond would be interesting.

*A Cluster Analysis of Office Operations.* By Leon L. Thomas, Dunlap and Associates, Inc., Stamford, Conn. *Journal of Applied Psychology*, Vol. 36, No. 4, August, 1952, 238-242.

This study was undertaken to identify groups, or clusters, of similar operations in a sample of office jobs; and also to develop a modification of the Tryon Cluster Analysis technique for use with a large number of variables. The 112 office jobs studied were located in five manufacturing companies. A check list of 139 basic clerical operations was used, and each job holder and his immediate supervisor checked independently the duties performed on the job. Seventy-nine of the items were found to be common to 20 jobs or more and these were used in analysis.

The method used in making up the correlation matrix, and the identification of clusters of items by isolating groups of congruous curves is described in some detail in the article. The clusters, or components of work, which the authors identified were: a) Typing, b) Listing and Compilation, c) Communication, d) Planning and Supervision, e) Filing, f) Stock Handling, g) Routine Clerical Operations, and h) Calculation.

The author is to be commended for his efforts to develop new methods in the field of job evaluation. The method seems a bit cumbersome, however, for most practical purposes. For example, in selecting a person for a given job it is probably not necessary to measure his aptitude in each of the eight clusters. The same test or tests may predict his success in several of the clusters.

# Across the Editor's Desk

## Publications

THE AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION sent out a questionnaire to delegates asking for suggestions and topics they would like discussed at the 1952 convention. Plans call for a two-day session November 20-21 at the Pfister Hotel, Milwaukee. Speakers will direct their talks at the requests received and panels will be built around the thinking of many firms. Immediately following the November political election this will be an excellent opportunity to orient your thinking to the pattern which will only then be disclosed. "What to do in '52" can help you find out "How things will be in '53" is the theme of the timely talks and up-to-the-last-minute discussions.

AMERICAN ARBITRATION ASSOCIATION tells in its News No. 5 about a sample arbitration case tried before a meeting of the Labor-Management-Citizens Committee of Stamford and Greenwich. Thomas Knowlton, labor consultant and John Eastman, assistant vice-president of AAA arranged the case with LMCC members enacting the roles of parties in dispute. This type of audience participation with resulting questions and discussion of award and reasons therefore is proving to be one of the best methods to advance knowledge of this subject. AAA welcomes inquiries regarding the use of practice arbitrations in all fields, and will arrange for the participation of panel members and staff executives. Write to 9 Rockefeller Plaza or any Branch Office.

AMERICAN MANAGEMENT ASSOCIATION's *Personnel* for July-August states that the personnel ratios—the number of persons employed in personnel work per 100 employees—have dropped for the second

successive year, according to a survey conducted by Dale Yoder and Lenore P. N. Wilson of the University of Minnesota's Industrial Relations Center. The survey also shows an increase in salaries of industrial relations executives of thirteen per cent over last year and twenty-five per cent for the past five-year period.

STATE UNIVERSITY OF IOWA's Bureau of Audio-Visual Instruction, directed by Lee W. Cochran, has available a revised edition of two Industrial Engineering films. "Motion Study Principles" presents the important principles of motion economy and "Motion Study Applications" defines the most common hand motions with emphasis on better and easier ways of work. Prints of both 16mm sound motion pictures are presented on a loan or sale basis.

LOS ANGELES CHAMBER OF COMMERCE through its Personnel Managers' Committee has prepared two pamphlets titled "Turnover" including suggestions for reduction of incidental economic waste, and "Lest We Forget" dealing with employees called into service and veterans now returning to civilian life. They come to us from Franklyn B. Cole, Manager of the Business Service Department.

QUOTES ENDING—A monthly Information Letter of Trends in Industrial Editing by Robert D. Breth has an article in the July number of importance to House Magazine editors particularly. It deals with the matter of readability *after* editorial material gets into print and boils down to the proper use of typography.

Most company publications are produced within limits as to budget and editorial and printer skill. No matter how

restricted, readability can be increased by following a few simple rules. For example, when margins are noticeably narrow the reader's attention is distracted from the type and readability suffers. When a larger column is used the type size should be increased to compensate for the longer line. Select easily read type faces and keep the selection limited in number. Usually emphasis or change of pace of the story can be achieved best by variations as Bold, Light or Regular. Finally, don't overlook the several eye-relief gimmicks, such as short paragraphs, sub-headlines, boxes, rules, and fillers in contrasting type to catch the eye and add interest.

Editor Breth who was once an industrial editor himself tells a little story on himself in the August issue. About the time the title "Industrial Editor" was coming into vogue he chanced to meet an old friend who didn't know what he was doing. The conversation went something like this:

"What're you doing now?" (Casual interest)  
 "I'm an industrial editor." (Preening a bit)  
 "A "What?" (Bewilderment)  
 "An industrial editor." (Preening disappearing)  
 "Oh, you add up figures for industry." (Brightly)  
 "No, I edit—E-D-I-T." (Crushing dismay)  
 "You edit an industry?" (Worried look around)  
 "No, I put out a company paper." (Resigned defeat)  
 "Oh, why didn't you say so in the first place? How's your wife?" (Relieved dismissal of subject)

THE AMERICAN SOCIETY OF TRAINING DIRECTORS publication, *The Journal of Industrial Training*, in its May-June issue contains an article on "Effective Supervisory Training" by Fred M. Crandall, Training Director of Owens-Corning Fiberglas Corp., Newark, Ohio. Working with staff members of the University of Chicago's Industrial Relations Center Mr. Crandall tells how the discussion group method put over their training program.

In the same issue A. P. Fontaine of Consolidated Vultee Aircraft Corporation outlines "Convair's Plan for Executive Development"—objective of which is full

utilization of existing opportunities for training within the organization.

PROFIT-SHARING IS SOUND BUSINESS for Kerr-Lakeside Industries, Inc. whose sales have increased 500 per cent since 1949 according to Newsletter for July, a monthly put out by The Council Of Profit Sharing Industries. Three years ago when the firm was losing money the plan was started with 25 per cent of the profits before taxes split. Admittedly not a cure-all, the plan improves management-worker relationships and labor trouble at the plant is unknown.

LABOR-MANAGEMENT SCHOOL of the University of San Francisco published in its monthly *Panel* for June a forcible argument for the union shop by Andrew C. Boss, S. J., Assistant Director. Berating industry's claim of loss of liberty by the individual worker through the union shop as so much dust-in-the-public-eye, Father Boss argues that the present day structure of American Industry with its large corporations and enterprise has forced the workers to band together for their self-protection. This interdependence of workers creates social obligations of worker-to-worker which is recognized by management in its program for better human relations within the work group. Social responsibility demands that each worker protect the gains made through the union in wages, hours and working conditions. Conceding that unions need remodeling, Father Boss states that necessary improvements should be part of the price of the union shop. He concludes with the statement that in the United States today we have the alternatives of a strong form of union security—the American way—or a strong political labor party—the European way.

FILM RESEARCH ASSOCIATES directed by Dr. Louis S. Goodman published a new 74-page "Film Guide on Industrial Rela-

tions." This directory provides complete details on 339 motion pictures and slide-films selected from 77 indicated sources together with useful information on audiovisual methods. Among the films described, many of which are available free, are such outstanding productions as McGraw-Hill's new *Industrial Organization and Management* series and General Electric's *The Inner Man Steps Out*. This Guide is available at \$3 per copy from Film Research Associates, 150 E. 52nd Street, New York 22, N. Y.

THE METROPOLITAN LIFE INSURANCE COMPANY has a 68 page publication on *Employee Contests as Morale Builders*. It divides the subject in two parts, 1—"The Contest and Its Place in the Employee Relations Program," and 2—"Typical Examples of Employee Contests." The second section deals with letter-writing contests, photograph contests, names contests, popularity or beauty contests, quiz or know-

your-company contests, to mention a few of the samples. The first section gives valuable suggestions on promotion, awards and prizes, and measuring the results of contests. The booklet was prepared by Policyholders Service Bureau, Group Insurance Division, Metropolitan Life Insurance Company, one Madison Ave., New York 10, N. Y., from whom it can be ordered.

THE COMMITTEE FOR ECONOMIC DEVELOPMENT publishes a Clipsheet for Editors. The title is an accurate description of the sheet, which is as large as the regulation newspaper, but printed on one side only to facilitate clipping. The May issue carries articles on inflation, and on an 8-point program to cut waste in defense. The Committee is located at 444 Madison Avenue, New York 22. Mr. Marion B. Folsom is Chairman, Board of Trustees, Committee for Economic Development.

### Local Personnel Associations

WISCONSIN INDUSTRIAL RELATIONS ASSOCIATION announces its list of officers for 1952-53 as follows: President, Mr. C. B. McBride, Pabst Brewing Company, Milwaukee; Vice-President, Mr. Roger T. Kelly, Trackson Company, Milwaukee; Treasurer, Mr. R. O. Tjensvold, Nash-Kelvinator, Milwaukee; Secretary, Mr. P. W. Behling, Pittsburgh Plate Glass Company, Milwaukee.

ALLEGHENY-KISKI PERSONNEL ASSOCIATION announces its new officers: President, Philip Wise, Blaw-Knox Company, Blawnox, Pa.; Vice-President, Blair McKallip, Allegheny Ludlum Steel, West Leechburg, Pa.; Treasurer, Mark Seita, Aluminum Company of America, New Kensington, Pa.; Secretary, W. H. George, National Roll & Foundry Company, Avonmore, Pa.

ASSOCIATION is one of the few local associations which puts out a printed bulletin. In the slick two page letter-sized issue for July the 1952-53 slate of officers is presented with G. E. Hall, President.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION bulletin is a six-page monthly gotten out by James J. Rocke, Jr., Chairman. In the June number new officers for the coming term are listed as follows: Chairman, Edward J. Walsh, General Foods Corp.; Vice Chairman, R. Randall Irwin, R. H. Macy & Co.; Vice Chairman, John Q. Jennings, Singer Mfg. Co.; Secretary, Dorothy H. Hyland, Dry Dock Savings Bank; Treasurer, E. Scarritt Jones, Public National Bank & Trust Co. Each month a list of new members is published.

PERSONNEL CLUB OF ATLANTA, affiliated with the Y.M.C.A. has elected Mr.

SAN DIEGO PERSONNEL MANAGEMENT

A. B. Reddick as its new president. This information comes to us from Mrs. Hal Drake, Secretary.

PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION's *Personnel Panorama* for June-July has a unique two-page spread on "Why Should I Be An Active Member?" Mr. Lawrence Appley, President of the American Management Association and Mr. Edward N. Hay, editor of the *PERSONNEL JOURNAL* are announced speakers for the 1952 Conference to be held October 30, 31 and November 1st at the Empress Hotel, Victoria, B. C.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION met on July 24 in Los Angeles to find out "Who's at Fault." Douglass Campbell, Referee, California Industrial Accident Commission, discussed industrial accidents before a capacity audience. Presenting data identifying those persons or things who are playing a large part in the final high cost of industrial accidents, Mr. Campbell's coverage included basis of premiums, reductions of accident frequency, costs of accidents, attitude of the supreme court, and the weakness of compensation defense. Safety both from the employer and employee side was stressed. Referring to safety rules and regulations, "Get tough," he advised, "It is always cheaper both to the employee and employer to prevent accidents than to compensate for them afterwards. An enforced rule protects the employee, the employer, and the community."

CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION holds two conferences yearly in April and October. The 28th Pacific Coast Management Conference was held in Berkeley October 21-23. The 29th conference will be held April 21-22, 1953. Everett Van Every is Managing-Director. The Association met on August 19 to hear Arthur M. Ross speak on "Current Prospects for Industrial Relations." Dr. Ross

is Associate Professor of Industrial Relations, University of California. Formerly he was Regional Director, WSB and recently resigned Public Member, National Board, Washington. His principal interest and work with the Board was in connection with the question of raises in payment for increased productivity . . . one of the most controversial issues still confronting the Board.

THE INTERNATIONAL ASSOCIATION OF PERSONNEL WOMEN announces its new officers for 1952-53 as follows: President, Mrs. Dorothy B. Northwood, Standard Oil Company (New Jersey); 1st Vice President, Miss Martha L. Robinson, Sears, Roebuck, Indianapolis; 2nd Vice President, Miss Dorothy Fenwick, Union Electric Company of Missouri, St. Louis; Recording Secretary, Mrs. Iris J. Garner, Insley Manufacturing Company, Indianapolis; Corresponding Secretary, Miss Eleanor M. Forbes, The Union Central Life Insurance Company, Cincinnati; Treasurer, Miss Mary Tewksbury, Continental Can Company, Los Angeles.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO meets this month October 17-18 at the La Jolla Beach and Tennis Club to hear outstanding speakers from all over the country. This meeting is in keeping with the Fifth Anniversary of the Southern California Personnel Management Conference.

APPLETON PERSONNEL ASSOCIATION officers are President, William A. Siekman of Appleton Coated Paper Company; Vice-President, George E. Schoenke of Fox River Tractor Company; Secretary, Donald J. Rine of Pulp & Paper Manufacturers Association; Treasurer, Clarence H. Schultz of Wisconsin Michigan Power Company.

THE BATTLE CREEK PERSONNEL ASSOCIATION is an informal organization which meets periodically to discuss mutual prob-

lems. The steering committee are Chairman, Charles R. Palmer, Consumers Power Company; Program Chairman, Jack R. Stiner,

Eaton Manufacturing Company; Secretary-Treasurer, Raymond L. Bundy, Michigan National Bank, Battle Creek, Michigan.

### Ideas from Employee Magazines

OLIVER IRON MINING DIVISION, United States Steel Company, in its monthly magazine *Ore, Iron and Men* ran a contest for employees in the July issue. Contestants were asked to complete the last line of a safety jingle for which prizes of twenty-five, ten and five dollars were awarded. Bob Burke edits this attractive slick paper magazine.

PIPELINES, House Magazine of the United States Pipe and Foundry Company, edited by Dot Austin, carries a story in the August issue about an employee, Jimmy Swope who became concerned enough over government spending to write his Congressman Hon. Laurie C. Battle. Text of the

letter exchange is reproduced. It all started when Jimmy saw a fearsome map printed in the public interest by the National Business Men's Association. Headed "Creeping Paralysis" the map shows that in 1937 all the income of all the people in Pennsylvania and Missouri paid the cost of our federal government for one year—\$7,910,000,000. In 1951 it took all the income of all the people in 25 States to pay the cost for one year—\$44,632,821,908. "How much further can this creeping paralysis go before our federal government goes bankrupt?" The correspondence demonstrates democracy in action and emphasizes the privileges (and responsibilities!) of freedom.

### Conferences

THE SECOND WESTERN REGIONAL TRAINING CONFERENCE sponsored by Training Association of Southern California will be held October 24-25 at the Ambassador Hotel in Los Angeles. The main topics to be considered are Developing Tomorrow's Executives, Training of Supervisors, and Economic Training. Publicity Chairman is W. M. Heim, Training Director of Vernon Works, Aluminum Company of America, Los Angeles.

TENTH ANNUAL EMPLOYEE RELATIONS CONFERENCE will be held October 19-23 at the Desert Inn, Palm Springs. The Employee Relations Committee—Ed M. Ellis, Chairman—has arranged discussion groups with these leaders: Garret L. Bergen, Marshall Fields; Dr. Gelbert Brighthouse, Occidental College; Fred C. Clark, American

Economic Foundation; Henry O. Golightly, McKinsey and Company; Bernard Kelgore, Wall Street Journal; Earl G. Planty, Johnson & Johnson; W. E. Shurtleff, Standard Products Company; Colonel John Selzak, Brass Works.

SILVER BAY CONFERENCE ON HUMAN RELATIONS IN INDUSTRY held its 34th annual session July 16-19 at Silver Bay on Lake George, New York. Lawrence A. Appley, President of American Management Association spoke on "Opportunities and Challenges in Human Relations Today." Rear Admiral Frederick J. Bell, Director of Human Relations, McCormick and Company, Baltimore discussed "Building Teamwork and Initiative Under Today's Conditions."



## SITUATIONS WANTED

**INDUSTRIAL RELATIONS SUPERVISOR:** Available after October 1, 1952, industrial relations supervisor seeking new connection. Mature man, good educational background, broad administrative experience in personnel and labor relations work including eight years in national periodical publishing field, two years Safety Director aircraft parts manufacturing plant; two years Personnel Manager U. S. Navy Equipment Repair Depot; past 7 years personnel supervisor large middle east oil company employing more than 10,000 employees all races, twenty nationalities. Diversified experience embraces contract negotiations, wage administration, job evaluation, recruitment, placement, counseling, benefits and other phases employee relations work. Reply Box 167.

**ASSISTANT TRAINING DIRECTOR:** Heavy experience in supervisory training, using conference role-playing and case discussion methods. Able to analyze needs and adopt material. Additional experience in interviewing and placement work for large university; college graduate; age 48; prefer Metropolitan New York area. Reply Box 179.

**PERSONNEL DIRECTOR:** Will relocate. 15 years experience in retail food business. University degree in Personnel Administration and Industrial Psychology. Good health. Interested in well established organization with modern attitude toward Personnel Administration. Reply Box 184.

**INDUSTRIAL RELATIONS:** 4 years diversified experience. Presently employed as assistant labor relations director in plant of 5000. Responsible for contract negotiations and administration, grievance procedure, and foreman training. Previous experience includes personnel selection and placement. Cornell graduate. Age 28. Married veteran. Reply Box 186.

**FOREIGN SERVICE APPLICANT:** B.A. in Personnel Management, 4½ years experience in personnel and office work. Experienced interviewer, some counseling, job analysis. Age 30, excellent health. Interested in Middle East, Far East, South America. Resume. Reply Box 187.

**INDUSTRIAL RELATIONS DIRECTOR:** Thorough experience in formulating policies and directing all phases of personnel and labor relations. Present employer knows I am seeking a more challenging opportunity to build progressive program. Minimum salary, \$14,000. Reply Box 188.

**PERSONNEL DIRECTOR:** Finest education with continuing studies in personnel field. Broad business background in industry and commerce. Ten years personnel assignments with exceptionally good experience in recruiting, selection, evaluation, employee relations training, administration and other personnel functions. Capable of developing or continuing sound personnel program. Adaptable for smaller industrial and large commercial or institutional organizations. Prefer location Philadelphia, Eastern Pennsylvania, New Jersey area. Reply Box 189.

**PERSONNEL ASSISTANT:** BA Industrial Psychology plus 5 years experience in all phases Employee Relations, 3 years Wage and Salary Administration. Desire to relocate from Southwest to San Francisco Bay Area. Salary minimum \$7,000. Reply Box 190.

**LABOR RELATIONS:** 2 years industrial experience in negotiations, arbitrations, contract writing, NLRB, Wage and Hour, Wage and Salary Administration and Stabilization. Attorney. LL.M. in Labor Law. Age 29. Prefer New York City industrial area. Reply Box 191.

**PERSONNEL AND INDUSTRIAL RELATIONS MANAGER:** Eight years experience in Industrial Relations Management in wall board insulation industry. Four years public personnel management. Broad experience in administration of labor contracts, employment and placement, supervision of safety and foreman training programs, developing and formulating employee relations policy and procedures pertaining to wage rates. College graduate, Business Administration, age 38, will relocate. Resume/Interview at your request. Reply Box 192.

## HELP WANTED

**PERSONNEL DIRECTOR:** For 200-bed general hospital in Michigan. Some experience in recruiting, examining, training, communications and handling grievances required. Salary open. Position available November 1, 1952. Reply Box 193.

**PERSONNEL ASSISTANT:** University Graduate with Personnel Management Training to work directly under Manager of Industrial Relations Dept. Canadian preferred. Address all communications to Manager, Industrial Relations Dept. 239—6th Ave. West, Calgary, Alberta, Canada.

Advertisement rates in this journal: 10¢ per line per week for first insertion; 7¢ per line for subsequent insertions. Special 5¢ discount for two insertions, 4¢ for three insertions or 3¢ for four.



# PERSONNEL Journal

*The Magazine of*

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EDWARD N. HAY, *Editor*

EILEEN AHERN, *Contributing Editor*

DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

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# Conference Calendar

## NOVEMBER

- 6-7 Philadelphia. Benjamin Franklin  
*Council of Profit Sharing Industries*. Fall Meeting. Secretary, Headquarters,  
First National Tower, Akron, Ohio
- 20 Detroit. Sheraton-Cadillac  
*National Industrial Conference Board*. General Session. 247 Park Avenue, New  
York 17, N. Y.
- 20-21 Pfister Hotel. Milwaukee  
*American Society For Personnel Administration*. 4th Annual Convention.  
Convention Headquarters, Box 1413, Milwaukee, Wisc.

## JANUARY

- 14 Cleveland, Ohio. Hotel Carter  
*Chamber of Commerce of United States*. Co-sponsors: *The Cleveland Chamber of  
Commerce*, *Northern Ohio Personnel & Executive Conference*, *Employer-Employee  
Relations Council of Chambers of Commerce*. National Industrial Relations  
Conference. Wm. G. Donaldson, 400 Union Commerce Bldg. Cleveland  
14, Ohio

# Editor to Reader:-

WHAT DOES MAN NEED and want in order to live a satisfied life? What happens if all of his needs are not met? Are some needs more basic and more important than others?

Over the years, the psychologists, sociologists and others have studied man to determine the answer to these questions. One of the more concise and understandable statements on this subject was made about ten years ago by Dr. A. H. Maslow, who is now a member of the Psychology Department of Brandeis University, Waltham, Mass. These comments were gleaned from an article "A Theory of Human Motivation" by Dr. Maslow, which appeared in the Psychological Review for July 1943. I have referred to it many times in studying the problem of workers in business, industry and government.

Maslow says that there are five basic needs to which nearly all other needs are related. These are:

Physiological—such as hunger, thirst and sex.

Security and Safety—such as a steady job.

Love—to have family and friends.

Esteem—to have the respect of others and a feeling of self-esteem based on solid accomplishment.

Self-Actualization—the need to do well something one is fitted for.

The physiological needs and the need for love are self-evident and normally bear little relation to one's job.

Several years ago I prepared the following list showing the practical application in industry of the other three needs; security, esteem and achievement:

## A. *The employee needs Security.*

Ways to give security—

1. Fair salary; he must be able to meet living costs

2. Protection of income from—  
Illness, Accident, Death, Old Age.
3. Loans for emergency needs.
4. Assurance he can hold his job.
5. Protection from abuse, unfairness and interference.

## B. *The employee needs Self-respect and the respect of his boss and others.*

Ways to promote such feelings—

1. Introduce him to his job and his associates properly.
2. Give him adequate information about the company at all times.
3. Inform him of pending changes and consult him on them beforehand when possible.
4. His supervisor should always—
  - a. Show interest in him.
  - b. Be courteous, considerate and fair.
  - c. Be helpful.
  - d. Praise him when deserved.
  - e. Give recognition for good work.
  - f. Criticize constructively, if at all.
  - g. Give his support and confidence.
5. Provide good working conditions and reasonable hours.
6. Foster good personal relations in the organization.
7. Enable employee to feel his work is important.
8. Build a feeling of prestige, arising from connection with the organization.
9. Ensure protection from unfairness and interference.

## C. *The employee needs a feeling of pride in achievement (Self-actualization).*

Ways to promote this—

1. Tell him what is expected of him.
2. Give proper job instruction.
3. Place him in a job he is fitted for.
4. Provide adequate work.

5. Schedule his work properly.
6. Provide satisfactory equipment.
7. Delegate appropriate responsibility.
8. Give an opportunity to show initiative.
9. Permit him a chance to show what he can do.
10. Give advice when needed.
11. Provide opportunity for self-improvement.
12. Provide opportunity to make suggestions.
13. Provide opportunity for advancement.

Maslow points out that, before these basic needs can be satisfied, there are some other conditions that must be met. These he gives as (1) freedom of speech, (2) freedom to do what one likes (without harming others), (3) freedom to investigate and to know, (4) justice, fairness and honesty.

He goes on to show also that at any given time one need is more pressing than another. When this need is satisfied then the next most pressing need emerges and dominates conscious life. Thus, he points out, "man is a perpetually 'wanting' animal." He also points out that, when man's basic needs are not met, this person becomes threatened—and a threatened person is a psychologically sick person. Stating this the other way around; a healthy man is primarily one whose basic needs are satisfied and who is given the opportunity to develop and express his fullest potentialities.

Consideration of these basic needs of man, and the conditions under which they must operate, affords plenty of opportunities for industry to find situations in which the needs can be met. In meeting these basic requirements, we produce the healthy man of industry.

ONE OF THE INTERESTING THINGS about personnel measurement is the reluctance of most employment managers and personnel and industrial relations directors to use it. For example, how many employers measure

the sight of new employees? How many employers test their applicants for other characteristics which careful research will show are essential in the proper performance of the job? To what extent is turnover attributable to failure to measure applicants for some of the job requirements that are inescapably clear? Our answer to all these questions is the general statement that only a small proportion of employers attempt to make any measurement at all in respect of the capabilities of applicants. Of these employers who do use measurements of some kind a high percentage use them with much less than maximum efficiency.

MANY INTERESTING DEVELOPMENTS have grown out of the recent steel strike. Newspapers lately reported an address by T. F. Patton, Vice President and General Counsel of Republic Steel Corporation. In the course of his address Mr. Patton predicted that the next session of Congress would enact legislation to "curb the power of labor". He went on to say that the American People were "frightened" by the implications of the steel strike and realized that something would have to be done about it. He said that people foresee what might happen to the country if three or four strong union leaders joined together in calling strikes at the same time. Some of these leaders working together have the power to strangle the economy of the country as effectively as it could be done by armed invasion. He said that government interference was one of the reasons for the length of the strike, and that without this interference much of the great loss from the strike could have been avoided.

Mr. Patton said the strike had done these five things—

1. Created a public demand for new laws cutting the monopolistic power of labor unions.
2. Settled the question of "Inherent Presidential Powers".
3. Emphasized the need for return to true

collective bargaining, with the government serving only as an umpire and not as a participant.

4. Established a pattern for solving union shop controversies.
5. Publicized the alliance which has existed between the government and organized labor.

THE GUARANTEED ANNUAL WAGE has been talked of and much sought by unions in recent years. Early in September two companies in Philadelphia granted the guaranteed annual wage to their employees. One was The Pennsylvania Refinery Division of the National Sugar Refining Company, and the other the Franklin Sugar Refinery of the American Sugar Refining Company. The agreement provides that union members will be paid for not less than 1,976 hours of work during the contract year. This amounts to a little more than 49 weeks at 40 hours each. The announcement stated that slightly less than one-half of the 1,000 employees at the Pennsylvania Refinery had jobs which normally gave them at least 1,976 hours of work per year. The remainder worked, on the average, 1,700 hours a year or less.

It will be interesting to watch the operation of this annual wage plan.

BE FRANK WITH THE JOB APPLICANT, especially when you can't possibly employ him. This is the substance of a letter re-

ceived from Walter C. Mason, who is Director of Personnel of Arthur G. McKee & Company, Cleveland. Walter was known to many as President of the American Society for Personnel Administration. He begins by quoting from a letter of complaint by a young woman, which was printed in the June-July 1952 issue of "Personnel Panorama", published by the Pacific Northwest Personnel Management Association. The job-seeker wrote, "My complaint is not that I have not been hired, because it is an employer's privilege to hire whom he pleases. But I would like to say a few words about the method used in turning people down. All of them, and I do mean all, hedge and lie. They promise to call one way or the other, give you high hopes, tell you how glad they are that you applied, and then never call. They know whether they want you or not. Why don't they just be brutally frank and say you aren't the type, or whatever the trouble is, or just plain 'no soap, sister'. Walter Mason feels that this girl's complaint is legitimate. While it is not true that all personnel offices work as described—still, none need to be. Walter Mason's advice in summary is, "Lay it on the line".

*Ned Hay*

What employees think about their jobs, and the conditions—including supervision—under which they work, is important. It not only affects their whole outlook but their output as well. If you know what they think you can take steps to correct, to train, to inform. A way to find out is told by one who does it in a large organization.

# How We Survey Attitudes Periodically

BY ARTHUR O. ENGLAND

Chief, Personnel Research Branch  
Directorate, Personnel and Training  
Air Materiel Command

**Y**OU REMEMBER the story of the little king in Aesop's Fables who nightly stole out of his castle in beggar's raiment to learn for himself the true condition of his kingdom. Possibly today's top management, finding it increasingly difficult to maintain an accurate pulse of internal conditions in far-flung enterprises, wishes it could do the same.

The Air Materiel Command faces a similar need. It has over 150,000 civilian employees working in approximately 285 organizations located in 29 air bases in 26 states.

In many large companies, top management has depended upon statistical, fiscal, or mechanical reporting systems for evaluation of internal conditions. As a result, company heads often find themselves insulated against the true facts of life, the human problems and attitudes. In private industry, the first result of this oversight is frequently a strike. In government, the result is employee inertia, and a profound disinclination to participate in improvement efforts.

## EMPLOYEES HAVE A STAKE—DESERVE TO BE HEARD

Since 1948 the Air Materiel Command (AMC) has conducted periodic employee attitude surveys in an effort to keep its finger on the pulse of employee thinking. The view taken by AMC is that employees are like stockholders in a corporation. Many of them have invested the best part of their time, energy, and hopes for security and happiness in their jobs. In essence they become voting stockholders. As such, they should have an opportunity to periodically express their opinions on management conditions and practices with which they are so closely associated. This might

be labeled "democratic management". It amounts to a "Bill of Rights" for employee participation in management improvement. The "ballot" is the employee attitude survey.

The Personnel Research Branch, in the Directorate of Personnel and Training, is responsible for conducting employee attitude surveys. Starting in 1948 each major depot, of which we have eight, was surveyed. The sampling method used was that of building a stratified 10% sample. Employees to take part in the survey are selected from personnel rosters by the survey team. A questionnaire containing "yes" and "no" categories, alternate choices, and write-in questions was used. Approximately 97 questions are asked, and employees do not identify themselves by signing their names. The employees are assembled in groups of approximately sixty for administration of the questionnaire. The tabulations and analyses of results are made by the Personnel Research Branch back in AMC Headquarters, at Wright-Patterson Air Force Base in Ohio.

#### PROGRESS MEASURED BY COMPARING FIGURES YEAR TO YEAR

We have established no standards for measuring our progress other than our own survey findings. Our most critical measure of yearly progress is, "Do employees feel we, as management, have given them a better work environment?" This progress is measured by the following comparisons of statistics which are provided in the survey reports:

- a. Base averages for current year with base average for preceding year.
- b. Base averages for current year with total AMC average for current year.
- c. Base department averages for current year compared with those for the preceding year.

Progress is measured by a higher percentage of favorable responses and a lower percentage of unfavorable responses in the employees' rating of their work environment. We are able to evaluate, for example, the effectiveness of a communications program, or a supervisory training program. Also, we are able to judge the effectiveness of corrective measures taken by local base managements from year to year—by noting increases or decreases in favorable responses.

In the table on the next page, a partial listing of comparisons between the survey findings of 1950 and 1949 for one of our bases is shown. By studying such comparisons it is possible to evaluate the extent of management improvement in specific areas such as supervision, working conditions, and office or shop management. We can also estimate the over-all state of morale and job satisfaction.

The usual procedure followed by our bases is to form a management committee composed of representatives from the major departments. This committee analyzes the report of the survey and charts a course of immediate and long-range corrective action. Safety hazards and sanitation, for example, are two items which are given immediate attention.

## EMPLOYEE ATTITUDE AND OPINION SURVEY

*Blank Air Force Base—Comparison of 1949 and 1950 findings*

Qstn No.	1950 Blank AFB Average	FACTORS	1949 Blank AFB Average
<i>Personal Data</i>			
2	11%	Employee has been at base one year or less	26%
6	93%	Permanent status employee	48%
<i>Attitude toward Employment</i>			
11	52%	Employee is very satisfied with present job	47%
93	32%	Employee's job morale is very high	26%
<i>Supervision</i>			
17	34%	Supervisor is one of the best employee ever worked for	31%
21	57%	Supervisor makes every effort to keep employee informed as to the purpose of the work	53%
22	24%	Supervisor always gives employee credit for work	31%
29	79%	Supervisor does not "bawl out" employees in front of others	57%
<i>Office and Shop Management</i>			
38	71%	Employee feels that his pay is fair	45%
42	77%	Employee feels that efficiency rating he received is deserved	37%
50	33%	Employee feels that promotions are very fair	21%
<i>Working Conditions</i>			
85	51%	Employee feels that his working conditions are very safe	62%
91	22%	Washroom employee uses is always clean	27%

The less tangible items in the survey are handled in several ways. The opinions employees have may be founded upon real facts or upon imaginary ones. In either case, survey results are presented in full to the employees. It is in this presentation that management can explain its position. If the unfavorable opinions employees have about some item are not based upon facts, then management explains the true facts. If the unfavorable opinions are the result of poor or inadequate policy or procedure, the management committee studies how to correct the situation. For example, if the rating of supervision is low, then the training department knows it should intensify supervisory training or develop new courses.

Sometimes employees feel a need for some procedure that does not now exist. An instance of this might be the case of "information sharing." We usually find about 21% of our people saying they do not receive all the information they need on regulations and rules under which they work. After a study is made of the existing communication channels and the contents of these publications, the committee usually decides on two courses of action. First the base newspaper editor is instructed to present more information on operating policies and procedures. Second, new channels of communications are often established. This may mean a monthly newsletter to



all personnel, a supervisors' newsletter, or a letter to all employees from the base commander.

It is obvious that in a governmental agency certain types of corrective action cannot be taken by the field installations. Sometimes unfavorable attitudes exist toward civil service regulations. Here corrective action can come only through changing the civil service directives. Yet it is worth pointing out to employees that the local management must operate within the framework of the broad policies set down by higher authority. Very often employees believe the local management has the power to change a great many procedures, whereas in reality only Congress can change some of them.

#### INFORMING EMPLOYEES OF SURVEY RESULTS

The local management receives an extensive analysis of the survey results from the Personnel Research Branch at Headquarters, AMC. This analysis, designed for top management, forms the basis for the local management committee to chart a course of action. However, the employees have, by their cooperation and participation, earned the right to be informed of the survey results. Our usual practice is to prepare a pocket-size edition of the survey findings. Each employee receives a copy of this booklet. It is written at about the 7th grade level for easy reading, and is well supplied with cartoons and illustrations to create greater interest.

In addition to the complete report to top management and the pocket edition for all employees, supervisors are given a special report on the survey. Usually, this supervisory report is based upon a breakdown of the question, "How do you rate your supervisor with others for whom you have worked?" and the gradation of responses to this question are correlated with various supervisory practices. This is an effective way to point out the importance of practicing good human relations techniques. The supervisors who are rated, "one of the best I ever worked for," practice good human relations techniques significantly more than supervisors rated "average" or "below average."

It might be of interest to the readers to know how the employees feel about these surveys. One of the questions asked in the survey is "What do you think of questionnaires of this type as a means for employees to express their opinions to management?" The AMC "average" responses to this question distribute themselves as follows:

76% Very good idea; 18% Fairly good idea; 2% Rather poor idea; 2% Very poor idea; 2% No response.

The story told by employees in an attitude survey enables us to "see ourselves as others see us." It is a series of candid snapshots of management practices and policies without the finish and flattery of a portrait. The only way to improve the picture is to improve the subject. Improvement can be made through effective use of survey findings.

Making and keeping records wastes time and money if they're not used. To make records useful, be sure they show what managers want to know. The author tells how he set up a new personnel records system that pays dividends.

# Records at Work

By A. T. BALDWIN, Director of Industrial Relations  
New Holland Division, Sperry Corp., New Holland, Pa.

**M**ODERN personnel management gives life and meaning to the once perfunctory, detailed task of collecting and maintaining personnel records. Now such records are being used to guide management decisions. They provide the sense of order and soundness that's essential to every personnel operation.

We needn't start with the question, "do we need records?" Whether we employ 2,000 people or only two, we need records of some sort. Even if the Government didn't require it, we'd at least jot down our employee's name and rate on a piece of paper. Just as we've seen a growth in employee testing since World War II, we've seen a growing acceptance of personnel records as an important personnel tool.

To get a clearer picture of the new and broader usefulness of personnel records, let's look at what happened in the distribution organization of a large Eastern company. Here is a sprawling light-manufacturing company with branches located throughout the United States and Canada, employing about 4,000 employees. For administration purposes the branches are grouped geographically into five regions. Regional managements, accounting, and stock depots are situated at region points. The branches vary in size and number of employees, and carry on both a light manufacturing and a wholesale operation.

## STARTING FROM SCRATCH

Despite tremendous growth in sales volume and size over the past decade, there was no coordinated personnel function and no keeping of personnel records except those made necessary by law. Outside of their own personal knowledge through contact, managers had no idea of the skills and abilities of employees.

It was decided to coordinate personnel activities and secure the services of a Personnel Manager, to be assisted by regional personnel men. As the first step in setting up a complete new records system, the newly appointed personnel manager made a simple but complete audit of all existing records and their use at each Regional headquarters. For the most part these were simple payroll records, but in one region there

was some use of a crude personnel record card drawn up some fifteen years ago.

The next step was to obtain and record such information as the number of phone calls, letters and visitors coming into each region point, inquiring about present or past employees. So as to be representative, this tabulation covered a period of two weeks.

The tabulation was supplemented by talking with accounting, stock and other department heads and supervisors, to find out what specific information they needed from personnel records, and whether the information already being supplied was adequate. At the same time the personnel manager inquired as to anticipated future needs of branch managers for personnel information.

#### MAKING SURE THE RECORDS WILL BE USEFUL

To justify buying records and equipment, the personnel manager reviewed his tabulations, data and talks with supervisors, to find what he expected his new records to do for the organization. These were the aims he sold the management: (1) to seek out promotable people, (2) to ferret out weak spots in training, (3) to review and record data on employee classifications and wages, (4) to administer length-of-service awards and group insurance details, and (5) to follow up on the effectiveness of the employee selection program.

As you can see, it was his idea that records would be basic in most of the personnel department's activities. Since each regional headquarters represented an independent management and sales unit, he decided that each should house the personnel records of its respective branch and regional employees.

The personnel manager had to decide what type of records system was best for his use. Although the distribution organization had 4,000 employees, the regions varied from 600 to 1,600 employees. The small regional units ruled out the manual or machine-punched and sorted cards, as these were not economically feasible for smaller units of employees. After looking into several records systems, the personnel manager chose record cards that are placed in hinged pockets in a flat-drawer filing cabinet. These cards are compact, easy to use, and have visible margins along the bottom where pertinent information such as name, job classification, etc., can be recorded. With the help of the sales representative, the personnel manager drew up a card to suit his needs.

These cards were filed in compact cabinets by branch, and alphabetically by employee. Complementary to them were folders set up alphabetically by employee, in standard filing cabinets. These folders were to be used to keep all accumulated papers such as application forms, reference letters, and performance reviews.

#### GETTING THE INFORMATION TO BE RECORDED

The personnel manager then began the important job of designing his basic "feeder forms." By "feeder forms," we mean the forms which are the source of the information which is recorded on an employee's record card or filed in his folder.

The basic forms designed and set up for analysis by flow chart were the application-for-employment form, reference check, a personnel status form, a key form used to cover all changes in employee status, new employment and rate changes to termination, and insurance change forms.

These forms were "engineered" for ease of transferring and posting to the basic record card. This was done by making sections—such as previous employment, education, personal history and company employment history—identical on the record card, the application for employment and the personnel status form.

To better insure uniformity in records administration, the personnel manager drew up a manual covering the scope and duties of the personnel records clerk in any given situation. To round out the job, he designed a manual for supervisors and branch managers which provided them with instructions for initiating, completing and routing "feeder forms."

#### CLERICAL WORK OF HIGH ORDER NEEDED

In any company, especially a far-flung organization, a personnel clerk of high caliber is a "must." The personnel manager helped his regional personnel people select this important person to make the "wheels go-round." He assigned to these clerks the detailed work of checking all personnel status forms for accuracy, conformity with wage stabilization regulations, sending out reference checks, ordering and administering length of service awards, handling unemployment compensation and employee insurance claims, and other details. These clerks did not exercise control or final approval, but did assure the personnel manager of conformity with established procedures by bringing discrepancies to his attention.

This actual case history illustrates how this employee record problem can be tackled, with minor variations to suit companies' needs. The largest variation would be in use of hand-sort or mechanical-sort record cards in large installations.

Personnel records have a very important place in any personnel department. They are the basis of many activities. They provide up-to-the-minute material for supervisors, as well as for the personnel director. They also relieve supervisors and personnel manager of much routine detail, including routine correspondence. A small investment in records will produce dividends in a more efficient and smooth operation. Moreover, it will indicate the personnel department's efficiency to operating departments, since most contacts with the personnel department are through the Records Section.

"How am I doing?" Employees want to know from time to time. . . . welcome constructive criticism. The author of this article adapted a supervisory rating form published eight years ago in this magazine. He tells what he discovered about employees' opinions of their supervisors.

# Supervisors Don't Criticize Enough

By CHARLES J. LILLEY, Personnel Officer  
California State Dept. of Natural Resources

**S**UPERVISORS are outstandingly friendly, but they are particularly weak in not regularly and constructively criticizing the work of their employees. This is what employees in various California state agencies said in a recent poll. Nearly 200 employees gave their answers.

The 30 courageous supervisors who consented to be rated by their employees had been thoroughly instructed in the theory of being good supervisors. All had completed an intensive in-service training conference series on the Human Elements of Supervision. For some time, they had been holding monthly meetings to continue their training by discussing mutual supervisory problems.

The rating form was adapted from a form which appeared in *PERSONNEL JOURNAL* for January, 1944. It contained 32 traits or performances, ranging from "thoroughly understands the work I do" to "reprimands in private," to be rated "outstanding," "adequate," or "weak."

## ANONYMOUS RATINGS MAILED TO TRAINING DIVISION

In a short paragraph of instruction, employees were asked to rate their supervisors honestly, objectively—and, to spare hurt feelings, anonymously. As a further guarantee of anonymity both of rater and supervisor, raters mailed the completed forms directly to the Training Division of the State Personnel Board, which tabulated the results.

Significantly enough, not one supervisor was rated as a complete failure—not one was declared "weak" on all traits or performances. On the other hand, 10 employees thought their supervisors were at least perfect, and rated all qualities "outstanding."

# STATE OF CALIFORNIA

## EMPLOYEE'S REPORT ON SUPERVISOR

Name of Supervisor \_\_\_\_\_

Agency \_\_\_\_\_

Date \_\_\_\_\_

On the lines to the left of each item below rate your supervisor on the following scale:

+ Outstanding

✓ Adequate

- Weak

Rating: \_\_\_\_\_

- \_\_\_\_\_ (1) Thoroughly understands the work I do
- \_\_\_\_\_ (2) Respects good work and good workmen
- \_\_\_\_\_ (3) Sets reasonable deadlines
- \_\_\_\_\_ (4) Gets his own work done on time
- \_\_\_\_\_ (5) Is careful to see that I work under good conditions
- \_\_\_\_\_ (6) Is easily accessible
- \_\_\_\_\_ (7) Is friendly
- \_\_\_\_\_ (8) Is sympathetic
- \_\_\_\_\_ (9) Is helpful
- \_\_\_\_\_ (10) Gives clear, complete, definite instructions
- \_\_\_\_\_ (11) Gives instructions in a considerate manner
- \_\_\_\_\_ (12) Is impartial and consistent in making assignments
- \_\_\_\_\_ (13) Recommends best qualified employees for promotion to vacancies
- \_\_\_\_\_ (14) Is even tempered
- \_\_\_\_\_ (15) Is just in dealing with my errors
- \_\_\_\_\_ (16) Is controlled and impersonal when he criticizes me
- \_\_\_\_\_ (17) Reprimands in private
- \_\_\_\_\_ (18) Accepts full responsibility for his own errors
- \_\_\_\_\_ (19) Explains the purpose of the work I do
- \_\_\_\_\_ (20) Trains me despite pressure of other work
- \_\_\_\_\_ (21) Regularly comments on my work
- \_\_\_\_\_ (22) Constructively criticizes my work
- \_\_\_\_\_ (23) Encourages questions and suggestions
- \_\_\_\_\_ (24) Gives me credit for my achievements
- \_\_\_\_\_ (25) Helps me set and reach higher goals of achievement
- \_\_\_\_\_ (26) Gives me more responsible work as I develop
- \_\_\_\_\_ (27) Shares responsibility through genuine collaboration on the job
- \_\_\_\_\_ (28) Helps me build confidence in myself
- \_\_\_\_\_ (29) Has confidence in himself
- \_\_\_\_\_ (30) Is loyal to all subordinates
- \_\_\_\_\_ (31) Has broad vision
- \_\_\_\_\_ (32) Consistently sets a good example
- \_\_\_\_\_ (33) Tries to be a better supervisor
- \_\_\_\_\_ (34) Accepts criticism of self
- \_\_\_\_\_ Over-all performance as a supervisor

Note: Place a star (\*) beside the 5 items you consider most important.

Comments: \_\_\_\_\_

DO NOT SIGN YOUR NAME

Seventeen employees thought their supervisors were less than perfect in everything and gave them no "outstanding" rating on any item. Three of these employees took a safe middle road and rated every item as "adequate." Forty-two employees could find nothing seriously wrong with their supervisors, so they rated all items either "adequate" or "outstanding."

What did the employees like best about their supervisors? In addition to friendliness, employees complimented their supervisors for respecting good work and good workmen, for encouraging questions and suggestions, and for being helpful and sympathetic.

On the negative side, employees denounced their supervisors as being particularly weak in not giving enough constructive criticism; in not consistently setting a good example; in not giving clear, complete, and definite instructions; in not being impartial and consistent in making assignments; and in not helping their employees set and reach higher goals of achievement.

#### EMPLOYEES WERE CANDID IN THEIR COMMENTS

Of special interest were comments noted on the rating forms by 14 employees who felt the urge to further praise or scold their supervisors. Typical comments are quoted below:

"Most supervisors that I have worked under in State service show too much prejudice and partiality, which most always has very bad reactions sooner or later! The partial elimination of this should be stressed. It would mean more work, better work, more productive, more pleased employees."

"What I like best about my supervisor is that he never gives you the feeling that you are being forced to work, like so many supervisors I have known—absolutely without a strained atmosphere we get our work done because we know he depends on us and has confidence in us. It is a pleasure to work under these conditions after having somebody watch every move I made in other departments. Believe me, it means a lot to want to work when you have to work."

"Supervisor does not have a mind of his own. Is influenced by each employee regardless of discrepancies of suggestions. Changes his mind on important decisions."

"Cannot make decisions alone."

"Work in our office is certainly not distributed evenly. Supervisor does not encourage workers to do a good amount of work, in fact at times has discouraged working to the utmost, which I think makes a person lose his sense of morale in work."

"Smokes persistently, regardless of discomfort of any others. Makes no attempt even to open a hall door to relieve the foul air of the room. It is necessary for the supervisor to open such doors for better ventilation because there is always some person who will shut a door readily if a lesser employee happens to open it—with the excuse that they are cold."

"Supervisors with intermediate ratings are given so many responsibilities as

to seem confused. Having to assign work to those they are supervising, answer innumerable questions brought up by new employees, perform routine duties, train new employees, be at the beck and call of their own supervisors, is more than any one person can handle with any adequacy at all. You have good workmen with extremely high standards of workmanship. Why kill 'em off?"

"The quality that sums up her supervision is 'Humanity'—and she is completely aware of all that's good in people, which usually only needs to be brought out and developed."

"I feel she is sincere but is handicapped by being unable, under pressure, to grasp new ideas and has difficulty remembering, especially routine setup and style of work. I feel she would be better in a job with less pressure."

Now that the supervisors know all about themselves, they won't be allowed to remember the good and forget the bad. The weak points are being emphasized at monthly meetings of the group.

The next step is to encourage these and other supervisors to be rated directly by their employees so each finds out his own particular strength and weakness. To make this chore somewhat easier, the Training Division of the Personnel Board made several revisions in the rating form because of questions arising from the survey.

#### CHANGES IN RATING FORM IMPROVE IT

The most important change was to provide a space for an over-all rating of "outstanding," "adequate," or "weak." The original form did not give an opportunity for an over-all summary and sometimes it was difficult to determine from the distribution of ratings exactly what the employee thought of the supervisor.

Also, raters are asked to place an asterisk beside the 5 items on the check list they consider to be most important. This will give more weight to outstanding or weak items and will be of help to the supervisor in evaluating the ratings.

An additional item thought desirable by employees was "accepts criticism of self." Several items which proved to have double meanings were revised or divided. An example was the item "regularly and constructively criticizes my work." Raters pointed out that criticism might be regular, but it wasn't necessarily constructive or vice versa. Also, because of the adverse connotation of the word "criticism," one phrase was changed to "regularly comments on my work."

While the rating form still is not perfect, it is an important and useful tool. Most job performance rating systems are set up for the supervisor to rate his employees. Here at last is a golden opportunity for employees to reverse the process. The Employee's Report of Supervisor can be an excellent aid to the supervisor—if he is courageous enough to use it.



Few of our readers will be surprised to learn that there is a serious shortage of qualified engineers. This article shows that the shortage is becoming graver; suggests two things that can be done about it immediately.

# Use Older Engineers

BY MARVIN D. DUNNETTE, WAYNE KIRCHNER AND ELIZABETH BURR  
Industrial Relations Center, University of Minnesota.

IT IS NO secret that the present shortage of engineers is critical. Just a few figures clearly show how critical it is today.

In 1951, the Engineering Manpower Commission (4) surveyed companies employing a total of 128,000 engineers, approximately a third of all engineers in the country. Management of these firms expressed an immediate need for 22,000 new engineers. Thus, it may be concluded that the nation's industry needs at least 60,000 engineers immediately.

## MAGNITUDE OF THE PROBLEM

Unfortunately, technical schools, can by no means supply this large number; in fact, fewer and fewer engineers are being trained (3). Estimates of the size of future graduating classes are as follows: 1952, 25,000; 1953, 19,000; 1954, 12-15,000. Even if immediate demands for 60,000 technical men were filled, estimated annual need for 30,000 new engineers (4) would present serious difficulties.

The problem is of such magnitude that job racketeering of engineers has become a lucrative business (2). Certain firms are hiring engineers from industrial employers and selling back their services at many times their previous earnings.

If the nation's technical schools cannot meet industry's demands, what is to be done? Many solutions have been offered. With the exception of the obvious solution calling for the induction of more youngsters into engineering training, suggestions have been directed toward methods of using existing engineering personnel more efficiently. For example, recommendations resulting from a recent conference sponsored by the Defense Manpower Administration (1) urged managements to:

1. Determine the number of technical persons needed.
2. Prepare a skill inventory of present employees.

This study was accomplished under contract N8onr-66214, NR153-093 between the University of Minnesota and the Office of Naval Research. Aid from the following persons is gratefully acknowledged: Dr. Dale Yoder, Director and Dr. H. G. Heneman, Assistant Director of the Industrial Relations Center, and the following IRC Research Assistants: Paul W. Maloney, Thomas Maloney, and Leibert Wallerstein.

3. Transfer persons who have technical training but who are not in technical jobs.
4. Assign routine work to assistants.
5. Upgrade and train assistants and technicians for more responsible positions.
6. Study turnover, absenteeism, etc., so as to induce greater stability.
7. Relax hiring restrictions as to age, sex, handicaps, etc.

### CAN OLDER ENGINEERS BE BROUGHT BACK?

Examination of these recommendations shows that experts attending this conference were aware of two major methods of more efficient utilization of existing personnel. First, they call attention to the fact that many qualified engineers are performing non-engineering duties. These experts make several recommendations designed to overcome this deficiency. Secondly, they regard the easing of hiring restrictions as a necessary step toward more efficient utilization. However, they present no data to show the best way to do this, nor have they thoroughly investigated the possible results of such a move.

For instance, if we consider the factor of age, we may well ask whether older engineers have difficulty securing employment. Or, since we are dealing with severe shortages, it is wise to ask whether retired engineers constitute a large source of engineering manpower. Finally, if there is such a source, are the members of this group able and willing to return to employment? In conjunction with the Minnesota Industrial Relations Center's regular program of old-age research, special emphasis has been given to the study of older engineers. It is the purpose of this article to present the results of a survey designed to give answers to the questions formulated above.

### *Method*

A postal card questionnaire was developed to obtain the following information from engineers: Age, job duties, opinions concerning ability losses concomitant with aging, employment difficulties of older engineers, and information about retired

TABLE I  
PERCENTAGE OF ENGINEERS IN DIFFERENT FIELDS FOR THE TWIN CITY AREA  
AND THE NATION

	<u>Twin City Engineers</u>	<u>All Engineers*</u>
Civil . . . . .	28.8%	27.7%
Electrical . . . . .	18.8	17.3
Mechanical . . . . .	27.1	26.6
All others . . . . .	25.3	28.4
TOTAL . . . . .	100.0	100.0

\* Statistical Abstract of United States for 1951. U. S. Department of Commerce, Bureau of the Census.

engineers. All Minneapolis and St. Paul members (N-1647) of the Minnesota Federation of Engineering Societies received these questionnaires by mail. Responses were received from 955 engineers (58 per cent of the total sample). Since 70 per cent of all Twin City engineers are members of the above society, the results are felt to be representative of engineers in the Twin City area. Table 1 shows that in terms of engineering classifications, the sample was also representative of engineers throughout the country.

### Results

Each engineer was asked to indicate the chief duties of his job. Table 2 presents a summary of these responses. It is evident that these men performed a wide variety of functions. Unfortunately, these classifications are not presented in sufficient detail to indicate the extent to which some engineers are performing non-engineering duties.

TABLE II  
JOB DUTIES OF TWIN CITY ENGINEERS

	<u>N</u>	<u>C<sub>6</sub></u>	<u>Median Age</u>
Administrative .....	235	20.8	49.6
Consulting.....	30	2.7	48.5
Design.....	198	17.6	41.0
Drafting-inspection.....	125	11.0	44.5
Sales.....	187	16.5	39.9
Supervision.....	212	18.7	45.6
Teaching .....	30	2.7	44.5
Others.....	112	10.0	45.6
TOTAL .....	1129*	100.0	44.5

\* Several engineers performed more than one of the above duties.

It can be said, though, that analysis of the responses indicates a large number who are performing non-engineering duties. It may be concluded, therefore, that the Defense Manpower Administration (1) was attacking one very important phase of the problem when it recommended that management should make an effort to shift qualified engineers from routine tasks to higher level duties.

Of more interest to our purpose is the age distribution presented in Table 2. This clearly indicates that engineering administrators and consultants are older as a group than are other engineers. This finding is interesting in conjunction with engineers' opinions concerning ability losses. Sixteen per cent said that an aging engineer has difficulty in keeping up with new developments. On the other hand, 8.5 per cent of the respondents said that increased experience is a definite asset which older engineers possess to a much greater degree than younger engineers. It is interesting, then,

to find older engineers serving as administrators, a job that would seem to require less physical stamina but a great deal of experience and know-how. In like manner, younger persons are serving as sales engineers, a field which undoubtedly requires a great deal of physical stamina.

But what about the employment of older engineers? Is there a source of untapped engineering manpower among the older age groups? A partial answer to this question is provided by the fact that 89 per cent of Twin City Engineers stated that they have never known engineers over 45 to have difficulty securing jobs because of age. This suggests that during the years normally spent in employment, there is no untapped pool of engineering manpower. Economic conditions play an important role however.

Depression studies indicate that engineers, like most professional people, become hungry job-seekers. In the present period of full employment, however, engineers occupy a very favorable position. They tend to maintain employment, and there is no period during which they are unemployed for an extensive period due to their age.

However, if we focus our attention on engineers who have retired we get an entirely different picture. Twin City engineers were asked if they knew older engineers who had retired and who could still be utilized effectively in the event of an emergency. The 955 respondents knew a total of 1599 such engineers. It must be remembered that the same retired engineers may have been known by a number of the survey respondents. Even if we allow for such shrinkage, it is still indicated that a large number of retired engineers could be available for employment.

TABLE III  
MEDIAN DESIRED RETIREMENT AGE OF TWIN CITY ENGINEERS ACCORDING  
TO PRESENT AGE

<u>Present Age</u>	<u>Median Desired Retirement Age*</u>
Under 25	57.5
25-34	61.7
35-44	62.5
45-54	63.8
55-59	64.5
60-64	67.2
Over 65	71.2

\* Fourteen per cent (135 engineers) said they would *never* retire.

These data are not the complete answer to the utilization question, however. For it is one thing to be able to do a job, and quite another thing to desire to do that job. Would these retired engineers then be willing to return to active employment? It may be that they prefer retirement. Our survey investigated this question, too. Table 3 shows desired retirement ages of the Twin City engineers according to their

present ages. The data clearly indicates that retirement appears less desirable to these engineers as they become older. It is reasonable to assume that many presently retired engineers would not have retired had they had freedom of choice. Many are probably eager to return to active employment.

### Conclusions

Results of this survey of 955 Twin City engineers lead us to the conclusion that present engineering shortages can in large measure be met by using retired engineers. This conclusion is based on the fact that there are evidently large numbers of such engineers who are both able and willing to return to active employment. In addition, the fact that engineers between the ages of 45 and 65 are not encountering difficulty in securing employment further emphasizes the fact that older engineers can and do perform effectively on the job.

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## About the Authors

*Arthur O. England* is an Industrial Psychologist who has taught psychology at Wayne University and Ohio State University. He has also engaged in management consulting work in the mid-west and is the author of numerous articles and a book on the problems of personnel management and industrial psychology.

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*Charles J. Lilley* has been Personnel Officer of the California State Department of Natural Resources since April 1952. His previous experience includes 4 years as Personnel Analyst with the California State Personnel Board in training and pay analysis and 30 months as a Classification Specialist in the U. S. Army. He holds an A.B. and M.B.A. from Stanford University.

We are indebted to *Dr. Dale Yoder*, Director, Industrial Relations Section, University of Minnesota for the study "Use Older Engineers" by *Marvin D. Dunnette*, *Wayne Kirchner* and *Elizabeth Burr*.

Somewhat we omitted to mention that *Mrs. Blanche S. Eckles*, author of "Be Kind to Beginners" in the October issue is the Assistant Personnel Director, Board of Christian Education of the Presbyterian Church, Philadelphia.

Here's how one personnel man "got that way." This one is rather special in that, while working at his job, he acquired training as a personnel psychologist—already has two degrees and is on his way to a third. Another of our sketches of interesting people in personnel work.

# Evolution of a Personnel Man

Meet ARTHUR LANEY of the  
Washington Gas Light Company

EVERY personnel man is, in certain respects, like *all* other personnel men; like *some* other personnel men; and like *no* other personnel man.

Arthur Laney, Assistant to the Director of Personnel, Washington (D. C.) Gas Light Company, is like *all* other personnel workers in that he is keenly aware of the importance of human relations on the job. He shares with others, experienced in personnel administration, a realization of the practical difficulties of working with line supervisors and executives toward the solution of personnel problems.

Like *some* other personnel men, Laney is more concerned with "preventive personnel work" than with its labor relations and legal phases. Thus, his main interests are in the selection and training of employees and in the development of the sort of management leadership which *prevents* employee dissatisfaction and encourages productivity. He believes, with many of the rest of us, that the solution to management's human problems lies in the competent use of the tools of the personnel trade. Among these he includes job analysis and evaluation, testing, merit rating, morale surveys, and information and communication media.

## EMBRYONIC PERSONNEL MAN GETS HIS BEARINGS

And, of course, Laney is like *no* other personnel man in the particular combination of "determinants" which have made him the kind of person he is today.

Jobs were still mighty scarce in Laney's home town of Cumberland, Md. when he returned with his business diploma from Davis-Elkins College in West Virginia in the midst of the depression. During the next few years he was able to find occasional employment as a sales clerk, as secretary to the engineer in charge of a Civil Works Administration project, and as a dance band musician. He even took a fling into politics, but the party which had offered him a job—if they got in—lost the city election by some forty votes.

Finally he decided to migrate to America's nearest-to-depression-proof city, Washington, D. C. His first job there was in the payroll department of a newspaper.

After a month of extremely routine accounting work he sought a stenographic position and found one in the sales department of the Washington Gas Light Company.

Several years later he rose to the position of Assistant to the Sales Manager, performing a variety of administrative chores and writing sales campaigns and speeches. Shortly after one of the sales executives was chosen to establish a personnel department for the Company, Lancy was invited to join the personnel staff.

One of his first assignments was to visit the personnel departments of eight other utility companies, from Baltimore to Boston, to collect "know how" on tests, suggestion systems, employee handbooks, company libraries, military service policies, financial counseling, service award plans, and training courses for cadet engineers. This trip was a real eye-opener to him.

#### PERSONNEL MAN STARTS ACQUIRING DEGREES

As a result of this trip and of reading articles in professional journals—especially one on testing by Edward N. Hay, which appeared in the February 1940 issue of *PERSONNEL*—Lancy decided that if he was ever to become a really qualified personnel man he needed more formal education. Accordingly, he began attending evening classes in psychology and business administration at George Washington University. In 1947 he received his Bachelor's degree and, two years later, his Master's. He now has his sights set on a Ph.D. from George Washington, and a certificate from the Washington School of Psychiatry.

During his thirteen years in personnel work, Lancy has helped develop and administer for his company workable programs of testing, merit rating and employee suggestions. He has also done considerable supervisory training and was an early enthusiast in the use of role-playing.

His more recent interest in abnormal psychology and psychiatry stems from his belief that the most vital unsolved problems of human relations in industry are essentially clinical ones. Attitudes and habits in dealing with others, especially in management, often need to be modified. He is convinced that the most constructive role which psychologists can perform in personnel administration is that of removing emotional handicaps or "personality blind-spots," and thus helping good workers and executives to become better ones.

Away from the gas company, Lancy's major interests are his wife and three children, teaching personnel administration and psychology at Southeastern University, singing in the neighborhood barbershop quartet, furthering his personal education program, writing journal articles, serving as a director of the Washington Personnel Association, and trying to squeeze in some physical exercise in addition to the work-around-the-house variety. He spearheaded the validation of tests for the selection of meter readers and gas appliance servicemen, for the use of gas companies throughout the country. He is now working through the American Gas Association in an attempt to validate a test battery which would be useful in selecting supervisory employees.

## Reviewed by EILEEN AHERN

**HOW TO TRAIN SUPERVISORS.** By R. O. Beckman. New York: Harper & Bros. \$4.00.

This fourth revised edition of a training manual that has been widely used since 1940 includes much new material on the staff meeting as a medium to develop executives, and is noteworthy for its coverage of recent research findings on that subject. The present edition also takes into account changes in labor relations law which are of interest to supervisors. In addition, an annotated bibliography has been included.

The introductory section of the book discusses objectives of training in business and industry. These are translated into practical terms in a subsequent chapter which tells how to evaluate the results of a training program. Also treated in the first half of the book are a variety of methods and procedures—including pros and cons on the value and appropriateness of group discussions in various situations, the more directed and formal type of conference and its uses (with examples from the familiar Job Instructor Training, Job Methods Training and Job Relations Training of the government's Training Within Industry program of World War II), visual aids and other training helps, and problems of organizing and scheduling the training programs for the results intended.

The remaining half of the book presents detailed discussion outlines on more than two dozen specific subjects—such as how to give orders so that they are carried out; constructive discipline; planning for efficient production; how to demonstrate a job; how to handle grievances, etc. Some of these outlines can be followed closely;

many will be useful as a scaffolding upon which to build an original discussion.

Mr. Beckman brings to his subject broad experience in training, having served as head of the War Department's supervisory training program during World War II, and with long experience in industrial training in private organizations.

**THE LAW OF LABOR RELATIONS.** By Benjamin Werne. New York: Macmillan. \$5.75.

Too often personnel people and supervisors in non-unionized firms are poorly informed on our basic labor law. If they were more familiar with it, they might be better able to evaluate their own personnel practices and problems, and be more critical, as citizens, of the day-to-day industrial scene. Obviously, a knowledge of the basic law of labor is essential for the executive or supervisor in unionized companies, including those who do not directly handle labor relations. For all but the specialist, this book should be very useful. It is a good popular presentation of federal labor law, chiefly the Taft-Hartley Act.

Mr. Werne explains how unions qualify as bargaining agents for employees and how employees can have a union decertified as their representative, if they wish. Numerous examples of "Representation" cases make this fundamental problem clear to the uninitiated reader. Unfair labor practices enumerated in the Taft-Hartley law are discussed, together with the kinds of penalties that the National Labor Relations Board may impose on either companies or unions for unfair labor practice. The last part of the book deals with actual



collective bargaining and the drafting and administering of the union agreement.

**AFL ATTITUDES TOWARD PRODUCTION.** By Jean Trepp McKelvey. Ithaca, N.Y.: Cornell University Press. \$1.00.

Professor McKelvey's research will be of lasting interest and its publication now is particularly timely. Current discussion of "productivity" and the emphasis on "cooperation" between management and labor are in sharp contrast with labor attitudes in the early 1900's. AFL's philosophy in those years reflected little interest in the productivity theory of wages and even less in employers' problems. In fact, labor's viewpoint was openly hostile to scientific management. Beginning with the period around 1900, the author organizes the subject this way:

1. The Conflict between Organized Labor and Scientific Management
2. Organized Labor and the First World War
3. The Industrial Environment of Trade Unionism in the Twenties
4. The Reconciliation between Organized Labor and Scientific Management
5. The AFL and Union-Management Cooperation: Official Statements
6. Union-Management Cooperation and the Southern Organizing Campaign
7. Interpretation of Trade Union Interest in Production

The author's sources are trade union documents such as convention proceedings, interviews with union leaders, engineers, employers and editors, correspondence, periodicals and pamphlets.

**SUCCESSFUL EMPLOYEE BENEFIT PLANS.** By the Editorial Staff, Prentice-Hall, Inc. New York. \$8.85.

This compilation contains much of interest, but it is not based on actual research or expert analysis of the various types of benefit plans. Nevertheless, the reader

has here a vast amount of information about benefit plans. The editors' brief discussion of the principal problems encountered in selecting an appropriate plan, putting it into operation and keeping it up provides good background for critical reading of the various plans.

Overly optimistic, perhaps, are the editors' comments on some of the tangible rewards management can expect from a benefit plan—such as reduction in labor turnover, better production and improvement in employee morale. There can be little doubt of the desirability of making the company "a good place to work" but relatively little research has been done to demonstrate, in measurable terms, the extent to which employee benefit plans achieve the results that are often claimed for them.

Much better is the discussion of the broader objective of benefit plans—the assumption by some managements of social responsibility through this means. This is a provocative and important subject and the comments presented in this volume, together with the illustrative and descriptive material on various types of benefit plans, are a good starting point for deeper consideration of the subject.

**CREATING AN INDUSTRIAL CIVILIZATION.** Edited by Eugene Staley. New York: Harper & Bros. \$4.00.

It is a good thing that last year's Corning (N.Y.) Conference has been recorded in book form. At leisure, one can skip around in the book and consider what this or that industry or labor leader has to say about a subject and then compare it with the views of the scholars. The speeches have been boiled down and selected skillfully so that, with the editorial comment that runs throughout the volume, the main problem is pointed up sharply: Will industry cooperate in the era ahead with the arts and social sciences as it has in the past with the physical sciences?

# Other Recent Books

**PERSONNEL ADMINISTRATION AND LABOR RELATIONS: A Book of Readings.** Edited by Herbert G. Heneman, Jr. and John G. Turnbull. New York: Prentice-Hall, Inc. 1952. 434 pages. \$5.25.

This is a collection of excellent articles, excerpts and book chapters having to do primarily "with 'practical' operating problems that confront the personnel man, labor relations man, or union leader in everyday life. Within this scope, principles and procedures, rather than description, are stressed." It brings together selections from some of the best industrial relations literature, mostly published during the last few years but some dating back as far as 1939 and 1940.

A book of this kind, either this or another, comes as near as anything we can think of to being a "must" for the personnel office book shelf. For the veteran personnel man it can be a refresher course, a thought starter, a reference book on many phases of his work. For the beginner, it makes clear what personnel work is all about, and how it's done.

A few chapter headings tell the story: The Nature and Scope of Personnel Administration and Labor Relations; Organizing and Administering Industrial Relations; Job Analysis—Recruitment; Selection and Placement; Training, Promotion, Transfer; Wage and Salary Administration; Employee Services; Health and Safety; Morale and Communication; Collective Bargaining—Nature and Scope—Procedures; Research and Evaluation. Subject and name indices and biographical notes are given.

**HOW AM I DOING?** By Robert F. Moore. B. C. Forbes & Sons Publishing Co., Inc. New York. 1952. 147 pages. \$3.00.

A self-help book "for the young or old-young executive with a strong urge to go places." The author is convinced that

most of us are living on the job only for today and that we could be more successful for personal planning. Of a group of personnel directors he questioned, not one had planned on personnel direction as a career!

Self-evaluation and setting up goals are essentials. For the former, a self-rating chart is presented. In filling it out, one is expected to be "brutally frank and honest" with himself, under the headings of personal qualifications, personal characteristics, ability, one's job, work methods, motivation, executive potential, human relations and personal development.

The author has served as chairman of the New York Personnel Management Association, and teaches a course on "Developing Executive Abilities" at Columbia University. Appended to his book is a list of more than fifty books recommended for executive reading.

**AMERICA'S MANPOWER CRISIS.** Edited by Robert A. Walker. Public Administration Service, Chicago, 1952. 191 pages. Paper cover. \$3.00.

This is a comprehensive report of the Institute on Manpower Utilization and Government Personnel, held at Stanford University in August, 1951. Editor Walker, of Stanford's Department of Political Science, served as chairman of the executive committee for the three-day Institute. The Institute dealt with manpower in its broadest aspects. Though it is generally informative and interesting to personnel people, the report has little of practical day-by-day value for them. Most challenging are the suggestions for better use of manpower in an economy in which the shortage of help bids fair to become chronic.

**JOINT CONSULTATION IN BRITISH INDUSTRY.** Report of a survey made by the (British) National Institute of Industrial Psychology,

C. B. Frisby, Director. London. Staples Press, Ltd. 1952. 276 pages. 21 shillings.

This report is based on a three-year study of men-management consultation in Great Britain. Factors associated with successful "joint consultation," including psychological, were looked for, such as relationships and attitudes, methodic, technical and economic.

Sir George Schuster, K.C.S.I., K.C. M.G., C.B.E., M.C., in a foreword points out that the purpose of joint consultation is to make the industrial unit a harmonious, live, co-operating community working together with a sense of common purpose which is understood and accepted by all its members. The study, to him, indicates that British industry as a whole is still only "tinkering" with the subject. "There has not yet been any broad and effective attack on the problem of how to create a true sense of participation in a common purpose while preserving proper scope for the exercise of leadership and authority." One wonders to what extent this indictment applies also to American industry.

The survey was made both by investigators in person and by questionnaire. The latter was sent to 4,719 establishments; replies were received from 751. Possibly of greatest interest to American managers and personnel men who read the book will be the methods used in making the survey, the kind of questions asked to bring out wanted information, and the excellent detailed reporting and analysis of what was discovered.

**HOW TO SUPERVISE PEOPLE.** By Alfred M. Cooper. McGraw-Hill Book Co., Inc. New York. 1952. 254 pages. \$3.75.

Easy to read and understand, here is a book the personnel executive can recommend or lend to inexperienced supervisors, or to veterans who want to check up on their methods and improve them. It "covers

the waterfront"—how to develop leadership, promote teamwork, prevent accidents, train subordinates, handle labor relations problems. This is the third edition of a book first published in 1941, rewritten and added to in order to bring it into line with today's conditions. Among additions: a discussion of Taft-Hartley as it affects the supervisor, and a detailed plan for developing employee participation in management. In the back of the book are questions or cases for group discussion, of a kind that could easily be adapted to your own training use.

**UNION SOLIDARITY.** By Arnold M. Rose. Minneapolis. University of Minnesota Press. 1952. 209 pages. \$3.00.

Labor is often regarded as (1) an abstract unit of production or (2) the concrete unit of collective bargaining, the union. Labor, this book points out, is also a group of individual humans who have certain interests and needs, even as you and I. And, in the final analysis, whether unions are strong or weak depends on the attitudes of members toward them.

This book reports a study of the attitudes toward their union of a cross section of members of Teamsters Local 688 (AFL) of St. Louis. It was planned to interview every ninth person on the local's membership list, a total of 475 men and women. Actually 392 interviews were completed by Dr. Rose, a Professor of Sociology at the University of Minnesota, and his students at Washington University. A questionnaire of 129 questions was used.

Analysis of replies to the many questions undoubtedly helped leaders of this particular local to understand their members better and to improve their methods. But it is questionable whether company heads or personnel directors, dealing with different locals in different communities under different conditions, would get a great deal of benefit out of it.

# In Perspective...

## PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

### ADMINISTRATIVE ACTION: THE TECHNIQUE OF ORGANIZATION AND MANAGEMENT. By William H. Newman. N. Y.: Prentice-Hall.

Reviewed by James H. Healey in *Advanced Management*, June 1952

Reviewed by John J. Corson in *Public Administration Review*, Spring 1952

### COLLECTIVE BARGAINING PRINCIPLES AND PRACTICES. By C. Wilson Ran- dle. Boston: Houghton Mifflin.

Reviewed by William J. MacReynolds in *Management Review*, October 1951

Reviewed in *Labor Law Journal*, September 1951

Reviewed by Hiram S. Hall in *Advanced Management*, March 1952

Reviewed in *PERSONNEL JOURNAL*, September 1952

Reviewed by Jacob Seidenberg in *Industrial and Labor Relations Review*, July 1952

### THE DYNAMICS OF A LABOR MARKET. By Charles A. Myers and George P. Schultz. New York: Prentice-Hall.

Reviewed by Kirk R. Petshek in *Monthly Labor Review*, February 1952

Reviewed by Hugh A. Bone in the *Annals of the American Academy of Political and So-  
cial Science*, March 1952

Reviewed by C. W. Efrogmson in the *Journal of Political Economy*, June 1952

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### FUNDAMENTALS OF TOP MANAGEMENT. By Ralph B. Davis. New York: Harper & Bros.

Reviewed by Harold E. Smiddy in *Advanced Management*, December 1951

Reviewed in *Modern Industry*, February 15, 1952

Reviewed by John F. Mee in the *Annals of the American Academy of Political and So-  
cial Science*, May 1952

Reviewed by John J. Corson in *Public Administration Review*, Spring 1952

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### HUMAN RELATIONS IN ADMINISTRATION. By Robert Dubin. New York: Prentice-Hall

Reviewed by Robert C. Stone in *American Journal of Sociology*, March 1952

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INDUSTRIALIZATION AND LABOR. By Wilbert E. Moore. Ithaca, N. Y.: Cornell University Press

Reviewed by John Ise in the *Annals of the American Academy of Political and Social Science*, January 1952

Reviewed by Charles E. Lindblom in the *Yale Review*, Winter 1952

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MANAGERIAL ECONOMICS. By Joel Dean. New York: Prentice-Hall

Reviewed by John F. Mee in the *Annals of the American Academy of Political and Social Science*, November 1951

Reviewed by Jean Hund in the *Management Review*, May 1952

Reviewed by John J. Corson in *Public Administration Review*, Spring 1952

MANPOWER RESOURCES AND UTILIZATION. By A. J. Jaffe and C. D. Steward. New York: John Wiley and Sons

Reviewed by John E. Mangelsdorf in the *Management Review*, July 1952

Reviewed by Gertrude Bancroft in *Personnel Administration*, July 1952

Reviewed by Wilbert E. Moore in the *American Journal of Sociology*, July 1952

Reviewed by Robert Dubin in *American Sociological Review*, April 1952

OCCUPATIONAL CHOICE: AN APPROACH TO A GENERAL THEORY. By Eli Ginzberg, Sol O. Ginsburg, Sidney Axelrod and John L. Herman. New York: Columbia University Press

Reviewed by Fred L. Strodtbeck in *American Sociological Review*, December 1951

Reviewed by Charles W. Coulter in the *Annals of the American Academy of Political and Social Science*, January 1952

Reviewed by Theodore Caplow in the *American Journal of Sociology*, March 1952

PRESSURES ON WAGE DECISIONS. By George P. Shultz. New York: John Wiley and Sons

Reviewed by Walter Galenson in *Journal of Business*, April 1952

Reviewed by Joseph Shister in *Journal of Political Economy*, June 1952

Reviewed by Herbert G. Heneman, Jr. in *Industrial and Labor Relations Review*, July 1952

SPEAK UP, MANAGEMENT! By Robert Newcomb and Mary Sammons. New York: Funk and Wagnalls

Reviewed in *American Business*, February 1952

Reviewed by Guy Berghoff in *Public Relations Journal*, February 1952

Reviewed by Ben F. McClancy in *Management Review*, April 1952

Reviewed in *PERSONNEL JOURNAL*, September 1952

# Personnel Research

*The Employment Interview—Research Areas, Methods, and Results.* By W. J. E. Crissy, Queens College and Fordham University. *Personnel Psychology*, Vol. 5, No. 2, Summer 1952, 73-85.

Although the interview is the most widely used personnel selection method in industry, relatively little research has been done on it as a means of appraisal. Research on the interview is somewhat more difficult than research on tests. The author feels that research in this area will be most valuable if it is limited to specific validity in a particular business enterprise. He suggests some research methods that may be employed if the user wishes to evaluate the worth of the interview for selection in his particular company.

Reliability studies may be of three kinds: (a) those which study the consistency of the interviewer in the appraisal of men; (b) those which study the agreement among interviewers; and (c) those which study the consistency of behavior on the part of the applicant. The more definitely "structured" the interview is, the more reliable it becomes. But when it becomes completely structured as to content and sequence of questions, it develops in effect into an orally administered test. Experiments are described, including the use of complete soundscripts of interviews which may be played back and rated by a number of people.

Validation research should cover such problems as identification, definition, and clarification of traits relevant to job success. It should determine which interviewers show the most discrimination in their judgments or, in other words, which are "good pickers of men." While various criteria of "success" may be used, a continuing evaluation against on-the-job performance is probably the most helpful.

This article would be of value chiefly to someone who is planning to do interview research. The author has no conclusive statistical results to present, but his discussion would be very helpful to someone wishing to find out the value of the interview as it is used in his company.

*Training Reduces Material Waste.* By William McGehee and Dwight H. Livingstone, Field-

crest Mills, Spray, N. C. *Personnel Psychology*, Vol. 5, No. 2, Summer 1952, 115-123.

A textile mill must discard a small proportion of yarn because of faulty winding on bobbins. These bobbins are sent to a tailing machine for rewinding and salvage. In a particular mill the waste from this tailing operation was higher than the expected standard. This article describes the success of a plan developed in this textile mill for reducing this waste.

The training department representative worked out a plan based on the following principles:

1. Presenting frankly and fully the need for a change to all who will be affected by it.
2. Enlisting the participation of each individual by assigning him a specific task to perform.
3. Keeping the individuals informed concerning results.
4. Giving special recognition to individual workers.

Production figures were gathered which showed waste ratios for the following periods:

Pre-training	10 weeks
Training	3 weeks
Reinforcement of training	12 weeks
Post training period	14 weeks

The differences between the pre-training period and all the other periods were statistically significant.

The authors point out that this study lacks the usual controls found in research investigations. There was no control group and the periods were not planned in advance. It is, however, a situation found frequently in industry where the outcome is the primary consideration. The means are only of secondary interest.

*Trends in Personnel Ratios and Salaries.* By Dale Yoder and Lenore P. N. Wilson, Industrial Relations Center, University of Minnesota. *Personnel*, Vol 29, No. 1, July 1952, 5-12.

The number of persons employed in personnel work per hundred employees has dropped for the second successive year, according to this survey made by the Industrial Relations Center of the University of Minnesota. The survey is based on questionnaire returns from personnel

managers, industrial relations directors and others with similar titles on the "active" mailing list of the Minnesota Center. Approximately half of this group, or 784, sent in returns.

Similar surveys have been made during the last four years and tables are given showing trends. It is interesting that "banking and finance" have higher personnel ratios than other industry classifications such as manufacturing, trade, and transportation. However, no bank in Philadelphia has a ratio much more than one-half the average shown in the report, so it is curious that the average is so high. Tables show average salaries by size of firm and by type of industry, as well as by reported titles.

*A Procedure for Coding and Filing Application Blanks.* By C. E. Jurgensen, Minneapolis Gas Company. *Personnel*, Vol. 29, No. 1, July 1952, 22-24.

This brief article describes a simple and practical procedure for coding and filing applications which are deferred for future consideration. It insures that the applicant will definitely be considered when an appropriate opening occurs. The method involves edgemarking a stack of cards or application blanks so that the employment man can flip through them quickly and pull out those in which he might be interested. The system is flexible and

would seem more useful than many more complicated schemes of punching or coding cards.

*Industrial Relations Research at Universities*, Progress Report 1951-52: Part 1. *Personnel*, Vol. 29, No. 1, July 1952, 95-108.

This report lists and briefly describes research projects which have been recently completed or are now currently under way in the fields of industrial relations and personnel administration. The following ten universities are included in this progress report: Princeton, Minnesota, M.I.T., Cornell, Purdue, Illinois, Rutgers, Ohio State, Southern California, University of California at Los Angeles, University of Washington, and the Catholic University of America. The material was collected during the summer and fall of 1951. The next issue of *Personnel* will bring the survey more nearly up to date and will include material from still other universities.

It is evident that industry is turning with increasing frequency to the universities for answers to their practical operating problems and for information which will help in planning their work. Problems having to do with retirement and old age, sociometric studies of work groups, effects of unions and collective bargaining, labor supply statistics, and investigations of job satisfaction are some of the topics listed by more than one university.

# Across the Editor's Desk

## With the Local Personnel Associations

THE INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO met on September 8. Gerhard Hirschfeld, director of the Research Council for Economic Security, spoke on "Individual Security—A Challenge and Opportunity." Mr. Hirschfeld described ways in which social security problems have affected employee benefit plans, health programs, disability insurance, old age benefits, and employment compensation. He stressed the role of research and education in contributing to a better and broader understanding of these problems.

THE PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO, California, opened the fall season with an unusually interesting meeting on September 10. "How Personnel Administration is Affected by Legislative Trends" was discussed by George Shellenberger, Executive Vice-President of the Merchants' and Manufacturers' Association of Los Angeles. The San Diego Association Bulletin for August-September carries a San Diego Employment Analysis for August, which notes marked fluctuation with some loss. G. Edward Hall, of the Star and Crescent Companies, is President of the Association.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION shows on the cover of its July-August Bulletin the presentation of the Association Achievement Award. The award was made to Lawrence A. Appley at the June meeting of the Association. In accepting the award Mr. Appley said, "Personnel administration is an attitude . . . a way of life . . . not a bundle of procedures and programs running the gamut from recruitment through post-recruitment counseling; it is not a stepping stone to management . . . it is management." Ed-

ward J. Walsh, of the General Foods Corporation is chairman of the Association for the 1952-53 season. James J. Roche, Jr., is chairman of the NYPMA Bulletin publication staff. Under the heading "News of NYPMA Members," the Bulletin announces that Isabella M. Davidson has been named the first woman vice-president of a savings bank in the metropolitan area. The board of trustees of the North Side Savings Bank elected Mrs. Davidson to this post during the early part of July.

THE PITTSBURGH PERSONNEL ASSOCIATION has sent us a report of the activities of its Personnel Research Section. The section arranged a series of luncheon meetings, at which speakers reported on research they were doing. Matthew Radom, Employee Relations Department, Standard Oil Company (of New Jersey), described Standard Oil's research in personnel measurement. T. J. Kiernan, Supervisor of Personnel, U.S. Rubber Company, told of the work United States Rubber has done in developing a procedure for including training costs as a part of the manufacturing cost budget. Robert K. Greenleaf, Employee Relations-Training and Development, American Telephone and Telegraph, discussed the development of a training program based on studies of supervisors at their work. Dr. Brent Baxter, Associate Director, Agencies Research, Prudential Insurance Company, gave his ideas on what personnel research is and how it fits into everyday business management. L. N. Laseau, Director, Employee Research Section, General Motors Corporation, chose for his topic, "Communicating with Our Employees" and covered briefly the main types of research work G.M. has done on communication methods. Dr. A. G. Kammer, Head of the



Department of Occupational Health, Graduate School of Public Health, University of Pittsburgh, told about a research project which is being carried on jointly by the medical directors of six industrial plants and the staff of the Graduate School of Public Health. It deals with medical records, major health problems, and sickness absenteeism. John H. Gorsuch, chairman of the Personnel Research Section, was good enough to send us this information.

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION toured the Federal Civil Defense Administration's Western Training School at St. Mary's College on September 10. After a cafeteria dinner the group watched demonstrations of incendiary bombs and rescue operations. Dr. B. Frank Gillette, Director of the Western Training School, arranged and explained the demonstrations.

THE INLAND PERSONNEL ASSOCIATION OF CALIFORNIA also opened their new season with a tour. The group met on September 16 at the Kaiser Steel Plant for dinner, and then were shown blast furnaces, open hearths, coke ovens and rolling mills in operation. R. E. Reynolds, Professor of Business Administration, University of Red-

lands, is President of the Inland Personnel Association.

THE APPLETON PERSONNEL ASSOCIATION of Appleton, Wisconsin, reports a number of activities in their September News Bulletin. On September 18th the group viewed the Four-Wheel Drive Auto Plant in Clintonville. Mr. A. E. Johnson of the same company spoke on "The Price of Leadership." The annual APA picnic was held in August at Bill Siekman's cottage on Potato Point. There was a pre-picnic golf jamboree and plenty of good food and entertainment. In July Ted Hartman arranged a tour of the new Lutheran Aid Building.

THE INDUSTRIAL EDITORS ASSOCIATION OF CHICAGO elected officers at their annual meeting early in the summer. The new president is Joseph I. Pettit, supervisor of International Harvester's company magazines. Patricia L. Murphy is the first vice-president. She is editor of three Kemper Insurance publications. Philip Miller, editor of *Yours Truly*, magazine of Corn Products Refining Company, is the second vice-president. At the annual meeting three editors were given certificates of outstanding merit, awarded for the first time by IEAC's Board of Standards.

### Attending the Conferences

THE SECOND WESTERN REGIONAL TRAINING CONFERENCE, sponsored by the *Training Association of Southern California*, was held in Los Angeles, October 24-25. The three main topics covered were, "Developing Tomorrow's Executives," "Training of Supervisors," and "Economic Training."

THE TENTH ANNUAL CONFERENCE ON TRAINING IN BUSINESS AND INDUSTRY was held at *Purdue University, Lafayette, Indiana*, September 24, 25, 26. Theme of the conference was "Working at Training." The

Division of Adult Education and the Division of Education and Applied Psychology, in cooperation with a number of chapters of the American Society of Training Directors, sponsored the meetings. Highlights of the program included a discussion of "Modern Safety Training—Methods and Materials," led by Earle S. Hanaford, American Telephone and Telegraph Company, Long Lines Department, New York, and an "Evaluation of Current Economic Education Programs," chaired by C. P. Robertson, Administrator, Supervisory Training, Stokely-Van Camp, Inc., Indianapolis. Dr. George E. Davis, Director, Division of

Adult Education, Purdue University, addressed the conference on "Along a Path of Greatness." Workshops were conducted on "Problems and Methods of Communication," "Executive Development," "Organization and Preparation of Instructional Manuals," and "How to Construct Practical and Effective Visual Aids."

A TEN-DAY WORKSHOP FOR PUBLIC UTILITY MANAGEMENT was held in September at *Arden House in New York*. The director of the workshop, which was the first of its kind devoted to utility management, was Robert Teviot Livingston. The workshop stressed the recommendation that "the executive function, besides its traditional concern with men, materials, money and machines, must devote itself more to the needs of employees and to responsibility to the community."

A MANAGEMENT TRAINING INSTITUTE FOR FIRST LINE SUPERVISORS is a concentrated forty-five hour course for new industrial foremen, spread over a five-week period. The Institute is sponsored by the *Northern Ohio Chapter of the American Society of Training Directors*, in cooperation with *The School of Business of Western Reserve University*. Subject matter includes "Making and Using Job Analyses," "Business Principles and Organization," "The Supervisor's Own Job," "Human Relations." The fall Institute started on October 9th. The same groups also offer a course in "Industrial Training Techniques," one night a week for sixteen weeks. This course began September 18th.

THE GENERAL MANAGEMENT DIVISION OF THE AMERICAN MANAGEMENT ASSO-

CIATION conducts a series of ten workshop seminars between September 1952 and February 1953. All of the meetings are held in New York. Among the subjects discussed are self-appraisal of management; men, management and organization; organization of the chief executive's job; top management planning and control; organizing for product research and development; and development of organization morale. Further information on these workshops can be had from A.M.A. at 330 W. 42nd St., New York 36. The spring seminar program, covering February-June, 1953, will be announced during the fall.

THE 1952 INDUSTRIAL EDITING INSTITUTE was held at the University of Tennessee in June. Forty-one industrial editors from Tennessee, North Carolina, Kentucky and Virginia attended. The session was co-sponsored by the Middle Tennessee Business Press Club, the Appalachian Industrial Publications group and the University's department of journalism. Speakers were: George Dusenbury, publications designer and consultant, who discussed the effects of research in the improvement of layout; Roger P. Fox, of Hill and Knowlton, public relations consultants, who spoke on the purpose of industrial publications; W. F. Deloache, regional public relations manager for E. I. du Pont de Nemours & Co., who discussed the technique of the picture story; and Dr. J. J. Ray, training director of General Shoe Corporation, who took up the subject of readable writing. Other speakers talked on civil defense, participation in community projects and citizenship responsibility. The Institute concluded with a panel discussion of editorial problems.

### Looking Over the Employee Magazines

THE HOUSE MAGAZINE INSTITUTE in its monthly newsletter, *b m e*, reminds readers that both the Institute and the Interna-

tional Council of Industrial Editors conduct a placement service for industrial editors. If you know of a job looking for an editor,

or an editor looking for a job, contact HMI's Andy Cerruti of Underwood Corp., or write to Mr. Robert E. Jagoda of the Placement Service, Muskegon, Michigan, for jobs outside the HMI area. The newsletter also calls attention to the recent house magazine survey made by the International Council of Industrial Editors. The Survey shows an amazing growth of house magazines. HMI is planning a series of seminars and workshops for the coming year. Editor of *h m e* is Robert E. Farrell. The President of the House Magazine Institute is David Zingg, of the United Fruit Company, Pier 3, North River, New York 6.

GENERAL ELECTRIC issues an *Employee Relations News Letter* for circulation among GE management. The September 5th letter is set up with a series of two-word headings all starting with "no" . . . "no upstart," "no argument," "no end," and so on. The paragraph called "no strike," calls attention to the interesting fact that "handbills at one location are quoting the union's National officers as promising there will be no strike without consulting the local membership. But, apparently made really fearful by the published strike talk of the National officers, some of the members there have reportedly started a secession movement and set about organizing an independent union to avoid being unwisely called out in the face of so good an offer as ours."

ROBERT D. BRETH, management consultant of Philadelphia, puts out a monthly information letter titled *Quotes Ending*, about trends in industrial editing. In the September number he says that reprints of an article of his which appeared in the *July Management Review* are now available in pamphlet form. The title is "Red Herrings,

Mink Coats and Management." AMA felt that the message was so well and colorfully expressed that it deserved the widest possible circulation. The pamphlet is tellingly illustrated with cartoons. The idea behind the article was threefold—to point up a moral without preaching, to impart economic education without tagging it as such, and to illustrate the "American Way" without waving a flag. Copies may be had from the American Management Association, 330 W. 42nd St. New York 36. Quantity prices range from 5½¢ to 7½¢ each.

THE CHAMPION PAPER AND FIBRE CO., Hamilton, Ohio, publish *Stet*, "the house magazine for house magazine editors." A photograph of a poster, "Ready, Willing and Able," in the August issue, points up a reminder to employ the handicapped. National Employ the Physically Handicapped Week was in October. An interesting department in the magazine is called "STETistics," and lists trends, timely tips and how-to-do-it. The department in the August issue describes a new directory for house magazines. Titled *The Nation's Leading House Magazines*, the volume gives detailed information on the editorial policies of more than 1400 major company publications. It is published by the Gebbie Press of New York City, 19 East 48th St. The price is \$20.

THE NEW YORK TIMES for Sunday, September 14, ran an article on company magazines in the financial section. "More than 8,000 such publications are put out by United States corporations for their employees—at a total cost of upward of \$600,000,000 a year. Circulation is well over 150,000,000," according to the article.

### What's New in Publications

A COMIC BOOK CALLED "WINNING THE BATTLE OF THE BULGE," stands out in

pleasant relief against the more sober material on the desk. *The Metropolitan Life*

*Insurance Company* sent us the leaflet. In dramatic form it is the case history of a chubby character who discovered he would have to lose weight or else his health. The covering letter from William S. Liming, manager, Service Promotion, Policyholders Service Bureau, explains that the company has discovered that the comic book type of leaflet is much more effective than more conservative kinds of communication. He inclosed a memo giving the results of a survey which Metropolitan conducted about the comic book. Nearly 97 percent of the companies who responded to the survey indicated that they believe the picture booklet to be an effective method of communication, and better than 98 percent said they would like to see it used again.

"ARE YOU KEEPING UP WITH YOUR WORLD?" is the title of a new *General Motors* booklet. Printed on a restful grey-blue paper, the captions and cartoons appear in orange and dark blue. The text is a quiz on the land you live in, your government, the company you work for, and our economic system. The average score of a group of General Motors people—including engineers, executives, building service people, clerks, and lawyers—was 59. Perfect score is 73.

A SERIES OF MESSAGES TO ALL EMPLOYEES, their families and their neighbors is sent out by *General Electric*, under the general title of *Commentator*. The message for August 22 was in the form of a question, "Are you for Freedom or Force—Voluntary or Compulsory Unionism?" Four statements are made; force hurts workers, force degrades employers, force destroys confidence in government, force damages everybody. These are followed by a group of questions and answers.

THREE INTERESTING PUBLICATIONS have been issued recently by the *Institute of In-*

*dustrial Relations of the University of California*. *The Theory of Union Wage Policy*, by M. W. Reder, is reprinted in booklet form from an article which appeared in the February 1952 *Review of Economics and Statistics*. The article is scholarly and well supplied with footnotes. The second booklet is an offprint from the *British Journal of Sociology* for March 1952. The subject is *Democracy in Private Government: A Case Study of the International Typographical Union*. Seymour M. Lipset is the author. The third publication presents a series of public lectures given in Berkeley and Los Angeles on *Mature Collective Bargaining: Prospects and Problems*. Directors of the Institute are Clark Kerr, 201 California Hall, University of California, Berkeley 4, California, and Edgar L. Warren, 100 Business Administration and Economics Building, University of California, Los Angeles 24. The reprints are available at 20¢ a copy, and the collected lectures at 50¢.

A CHEERFUL LEAFLET FOR PROSPECTIVE EMPLOYEES is used successfully by the *Enoch Pratt Free Library of Baltimore*. It is a single page, folded in the middle. Green ink is used for the headings and gay sketches. The title is *Jobs With a Future*. The text describes salaries, vacations, sick leave, hours of work, staff activities, and qualifications. Helen D. Hutchinson, personnel officer, sent us the folder.

A STANDARD LIST OF SUBJECT HEADINGS IN INDUSTRIAL RELATIONS has been published by the *Committee of University Industrial Relations Librarians*. The alphabetical list will be useful to anyone doing research or cataloging in the field, as well as to librarians. Standard form sub-divisions are also given. Industries and occupations are listed. The list was published for the Committee by the Industrial Relations Section of Princeton University. The price is \$2.50.

UNEMPLOYMENT COMPENSATION IN A FREE ECONOMY is the title of a new publication—and was the subject of a two-year study—by the *National Association of Manufacturers*. The 52-page book is the first comprehensive examination of the federal-state unemployment compensation program from a business point of view. The study was made by a subcommittee of the association's 150-member Employee Benefits Committee, with the aid of some of the nation's leading authorities on unemployment compensation problems. William G. Caples, president, Inland Steel Container Corp., Chicago, headed the subcommittee. Material was assembled by Kenneth Curtis, committee executive, who also prepared the final report. The book may be obtained from the National Association of Manufacturers, 14 W. 49th St., New York 20.

A LIST OF SELECTED REFERENCES is put out monthly by the *Industrial Relations Section of Princeton University*. The list for September is on the *Evolution of Industrial Relations 1922-52*. Sub-headings include "General Developments in Personnel and Labor Relations," and "Personnel Administration." The price of the list is 20¢ and it may be ordered from the Industrial Relations Section, Princeton University, Princeton, N. J.

ITS SEVENTH PERSONNEL MANAGEMENT REPORT has been issued by the *Philadelphia Quartermaster Depot*. The title is *Personnel-Wise*. The report is mimeographed and contains sixteen pages. A separate sheet is inclosed on which readers are asked to evaluate it. The report is designed to help the personnel department take stock of its work. Subjects discussed include exit interviews, opportunities for advancement, discipline, sick leave, grievances and incentive awards.

THE EFFECT OF SALES AND PROFITS ON EXECUTIVE PAY was studied by the *American*

*Management Association*. Report of the study, issued by A.M.A.'s executive compensation service, indicates that, on the average, an increase of more than twenty-five per cent in sales volume over the past year is necessary to show improved profit performance after taxes. The A.M.A. study is based on an analysis of 500 reports to the Securities and Exchange Commission during 1951 and 1952. It analyzes sales and profits and compensation of the three highest-paid company officers, as uniformly reported by companies listed on the New York Stock Exchange. The bulletin may be obtained from the American Management Association, 330 West 42nd St., New York 36.

1952 NATIONAL AND INTERNATIONAL HANDBOOK FOR SPECIALIZED PERSONNEL comes out. It is by Juvenal L. Angel, Director, *World Personnel Service*. The handbook consists of 102 mimeographed pages in a looseleaf binder. Some of the subjects discussed are, employment opportunities in foreign countries, how to find vacancies, advantages of using a private employment agency, and where to look for employment in industry, or with specialized agencies and organizations. The book may be had from the World Trade Academy Press Inc., 28 E. Jackson Blvd., Chicago 4. The price is \$3.00.

THE AMERICAN FEDERATIONIST, a monthly magazine published by the AFL, reminded readers in plenty of time to register and vote. The caption, register and vote, not only was used on the cover, but appeared in eye-catching color and various forms throughout the issue. A brief article of special interest is "That Was Argentina's 'Little Eva.'" The article, by Philip Pearl, describes the iron fist in the silk glove that was Eva Perón. "The death of Eva Perón removes a scourge from the trade unions of Argentina," the author states bluntly. He goes on to say that "the trouble with her outlook was that she regarded the govern-

ment's attitude toward trade unions as a form of charity." William Green is the editor of *The American Federationist*, Bernard Tassler the managing editor. It is published by the American Federation of Labor at the A. F. of L. Building, Washington 1, D. C. Subscriptions are \$2 a year, single issues 20¢.

MANAGEMENT DIGEST is an unpretentious little monthly publication put out by the *Prudential Insurance Company of America* for its supervisory staff. Most of the material is abstracted from other publications for the special interest of the supervisory staff of the Company. The August 1952 issue contains part of an *American Business* article that was written by William D. Given, Jr., Chairman of the Board of the American Brake Shoe Company. This article is called "These Incentives Encourage Executive Teamwork".

Mr. Given tells how, when he became president of the company in 1929, he saw his biggest task as the development of management people. After studying the problem carefully, he decided that some of the executives of the company did not deserve the confidence of their subordinates. It was decided that the first problem, then, was to place the right kind of human being in all executive positions. Mr. Given went on to list things which encourage executive teamwork, as follows:

- (1) Executives must command the confidence of their subordinates.
- (2) There must be delegation of authority.
- (3) Show human interest in people.
- (4) Tell your men how they stand with the boss.
- (5) Men must learn to play on the team.
- (6) Men must not be restricted to a small area.
- (7) Loyalty flows down as well as up.

NOT ALL LABOR PAPERS ARE FREE FROM BIAS. Neither are all management

papers. *The American Federationist* for August 1952 carried a story by George T. Brown about the work of the Wage Stabilization Board under the title "This Board did its job well but Congress belted it out just the same."

There follows an excellent appraisal of the work of the Board, pointing to its many accomplishments, particularly in the field of wage control. Mr. Brown does not agree with what seems to be the prevailing public opinion, as reflected in the action of Congress in narrowing the powers of the Board, when he criticizes Congress for stripping the Board of its power to settle disputes.

Obviously, the thing that inflamed Congress against the Board was the seemingly gratuitous order of the Board calling for the union shop, and the public's response to that. . . . No matter what you think of Mr. Brown's position on this matter you may be well impressed by his favorable review of the work of the Board.

THE BRITISH MAGAZINE *Occupational Psychology* for April 1952 carried an interesting story, "Education for Management in United States: Some Impressions and Reflections." This was written by Professor C. A. Mace, who was a member of the team sent to this country by the British Institute of Management—the publisher of *Occupational Psychology*—under the auspices of the Anglo-American Council on Productivity. He comments interestingly upon the differences between American and British Universities, with special reference to their avowed aims. American Universities are much more specific in what they aim to accomplish than are those in England.

Among other observations of Professor Mace was this: "The team that went to study education for management was amazed by the degree to which the professors they met resembled high executives of industry, and the degree to which high executives they met resembled professors."

"This was not merely a matter of style

and deportment but they resemble each other in the exercise of their functions. Professors engaged in consultant services and industry. Business executives may carry the title of 'Adjunct Professor' as part-time teachers in the Universities. It is accordingly not surprising that the Harvard School of Business Administration claims that its students begin their business careers, not when they leave the school, but when they enter it'. Much of his article was a detailed discussion of the place of the business school in University life, and the differences between American and British universities.

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THE AMERICAN MANAGEMENT ASSOCIATION has just published its 29th Annual Report for the year ending May 31. This latest report is in the best tradition of readable and interesting annual reports. Yet it is complete, covering all of the divisions of the association. Perhaps the greatest amount of attention has been devoted to the many educational opportunities afforded by the AMA through its conferences and workshops. This annual report makes good reading for everyone concerned with the problem of management.

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HOW TO BE A BETTER SUPERVISOR is always of high interest to personnel people. Forrest H. Kirkpatrick, now Assistant to the President, *Wheeling Steel Corporation*, gave an address a year ago in which he listed "Some Suggestions For Supervisors".

(1) Recognize at all times and under all circumstances that you are supervising *people*. Never permit anything in your department to become more important in your mind than the people.

(2) When you think of people, always remember that "*the whole man*" is your concern. You are not dealing with a "workman" or a "mechanic" but with a human being whose emotions, purposes, prejudices, sympathies, feelings, and ideals are part of his life—both on and off the job.

(3) *Do not*, by your words or acts, contribute unnecessarily to employee dissatisfaction in your department. Note that I stress the word "unnecessarily". Employee dissatisfaction is unnecessary when it is caused by a supervisor's carelessness, sharp tongue, bad temper, poor planning, or lack of fairness.

(4) Recognize that there are *two sides* to every situation and that you do not know the story until you have heard the other side. Do not assume that your story, or the story you know, is always the right story or the whole story. In every situation, keep your mind open until all the facts are in.

(5) *Take the initiative* yourself when something which affects an employee is wrong or unfair. Let your people see that they can depend on you to go to bat for them. If employees run to the union steward with everything, if they make a grievance of everything, the supervisor is partly to blame because he is not on the job.

(6) Recognize the *importance of time and place* in dealing with people. Be a good stage manager. Whenever you have a choice, pick the most favorable time and the most favorable place for giving employees good news or bad news, for giving them criticism or a pat on the back, for granting a request or denying it.

(7) Be willing to accept responsibility for *your own mistakes*. People like a man who is "big enough" to admit when he is wrong, and if they cannot like him, they at least respect him. Never underestimate the real importance of your personal relationship with your workers. It will work for you or against you, but it will never be neutral in the long run.

(8) Remember that when you are on the job *you live in a glass house*. People see more than you realize and they measure you by your actions rather than your words.

Careful reading and taking to heart these suggestions will benefit any supervisor.



## SITUATIONS WANTED

**INDUSTRIAL RELATIONS SUPERVISOR:** Available after October 1, 1952, industrial relations supervisor seeking new connection. Mature man, good educational background, broad administrative experience in personnel and labor relations work including eight years in national periodical publishing field, two years Safety Director aircraft parts manufacturing plant; two years Personnel Manager U. S. Navy Equipment Repair Depot; past 7 years personnel supervisor large middle east oil company employing more than 10,000 employees all races, twenty nationalities. Diversified experience embraces contract negotiations, wage administration, job evaluation, recruitment, placement, counseling, benefits and other phases employee relations work. Reply Box 167.

**INDUSTRIAL RELATIONS:** 4 years diversified experience. Presently employed as assistant labor relations director in plant of 5000. Responsible for contract negotiations and administration, grievance procedure, and foreman training. Previous experience includes personnel selection and placement. Cornell graduate. Age 28. Married veteran. Reply Box 186.

**FOREIGN SERVICE APPLICANT:** B.A. in Personnel Management, 4½ years experience in personnel and office work. Experienced interviewer, some counseling, job analysis. Age 30, excellent health. Interested in Middle East, Far East, South America. Resume. Reply Box 187.

**PERSONNEL ASSISTANT:** BA Industrial Psychology plus 5 years experience in all phases Employee Relations; 3 years Wage and Salary Administration. Desire to relocate from Southwest to San Francisco Bay Area. Salary minimum \$7,000. Reply Box 190.

**LABOR RELATIONS:** 2 years industrial experience in negotiations, arbitrations, contract writing, NLRB, Wage and Hour, Wage and Salary Administration and Stabilization. Attorney. LLM in Labor Law. Age 29. Prefer New York City industrial area. Reply Box 191.

**PERSONNEL AND INDUSTRIAL RELATIONS MANAGER:** Eight years experience in Industrial Relations Management in wall board insulation industry. Four years public personnel management. Broad experience in administration of labor contracts, employment and placement, supervision of safety and foreman training programs, developing and formulating employee relations policy and procedures pertaining to wage rates. College graduate, Business Administration, age 38, will relocate. Resume/Interview at your request. Reply Box 192.

**PERSONNEL MANAGEMENT OR LABOR RELATIONS:** Broad administrative background in personnel programs. Diversified experience includes recruitment, placement, training, job evaluation, grievance procedure, union negotiation. Age 36, Married. A.M. Michigan. Employed. Seeks position where energies and abilities can be utilized fully. Reply Box 194.

**EXECUTIVE DEVELOPMENT:** 12 years broad personnel management experience; 2 years executive development, national organization, 20,000 employees; 2 years college teaching; also qualified as executive assistant; MA personnel administration, Phi Beta Kappa; age 37, married, 3 children. Reply Box 195.

**PERSONNEL:** Three years experience in employee and public relations with medium size company having sound personnel policies. Employed as Personnel Director for this firm having 800 employees for past 2 years. Graduate University of Arkansas in Personnel Administration, 2½ years Naval experience. Age 27, married with 2 children. Will relocate. Reply Box 196.

**LABOR RELATIONS EXECUTIVE:** Ten years of broad experience in Labor Relations with large corporation, familiar with other branches of personnel work. Presently employed. Lawyer with A.B. and law degrees. Desire position with smaller progressive company. Reply Box 197.

## HELP WANTED

**PERSONNEL DIRECTOR:** For 200-bed general hospital in Michigan. Some experience in recruiting, examining, training, communications and handling grievances required. Salary open. Position available November 1, 1952. Reply Box 193.

**PERSONNEL ASSISTANT:** University Graduate with Personnel Management Training to work directly under Manager of Industrial Relations Dept. Canadian preferred. Address all communications to Manager, Industrial Relations Dept. 239—6th Ave. West, Calgary, Alberta, Canada.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 97 characters per line. 10% discount for two insertions, 20% off for three insertions or more.



# PERSONNEL Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

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# Conference Calendar

## JANUARY

- 12-15 Los Angeles, Calif. Hotel Statler.  
*American Management Association*. General Management Conference. M. James O. Rice, Administrative Vice President & Secretary, 330 West 42d Street, New York, N.Y.
- 14 Cleveland, Ohio, Hotel Carter  
*Chamber of Commerce of United States*. Co-sponsors: *The Cleveland Chamber of Commerce*, *Northern Ohio Personnel & Executive Conference*, *Employer-Employee Relations Council of Chambers of Commerce*. National Industrial Relations Conference. Wm. G. Donaldson, 400 Union Commerce Bldg., Cleveland 14, Ohio
- 15-16 New York. Hotel Astor  
*National Industrial Conference Board, Inc.* General Session. 247 Park Avenue New York, N.Y.

## FEBRUARY

- 16-18 Chicago. Palmer House  
*American Management Association*. Personnel Conference. Mr. John Binn  
Personnel Division Manager, AMA, 330 W. 42nd Street, N.Y.

# Editor to Reader:-

WE ARE WALKING DOWN the last block on Easy Street. There is a sharp turn at the next intersection. That's the way Frank Rising expresses his idea that a fiercely competitive situation is just around the corner. Frank is the operating genius of one of the strongest trade associations, the Association of Automotive Equipment Manufacturers, with headquarters in Detroit.

Frank was, of course, speaking particularly of the automobile business and its branches. What he says, however, applies to all of us. If the easy days of merely taking orders are on their way out, and the necessity to really sell again is just around the corner, then it behooves personnel men to watch out. When and if business gets tight, the old cry for economy will be heard again throughout the land—and personnel and industrial relations people are going to have to re-sell management that their programs are worth what they cost.

I called on Frank when I was in the Motor City recently. Hadn't seen him in a long time. He and I share the distinction of having begun life in Kansas. While no reflection is intended on native sons of the other forty-seven states, it's a fact that a lot of good men hail from Kansas, and Frank and I are proud to say "me, too".

THE MAN HEADS THE PRODUCTION DEPARTMENT of a large manufacturing company. He is new with this company but had some fine experience in another organization. We got to talking about some of the organization problems he faces in the new job. He could see already that some of the men were not going to measure up to the requirements of the new administration. We fell into a discussion of how to deal with men in such a situation. Some-

thing was said about kindness is dealing with people under such circumstances.

George expressed the opinion that the only kind thing to do for a man in such a case is to help him face the facts. He pointed out that it is certainly tough on the organization to keep in office a man who is not measuring up. He believes it is equally unfair to the man himself. Of course, there is a spot for everyone, so that a secondary problem is to help the man readjust himself to a position whose requirements he can meet. That may be in the same organization, or it may be necessary to look for it in another one.

This "cleansing" process goes on in business and industry all the time. It is one of the strengths of the free enterprise system, which contributes to our productive economy probably more than any other one factor. Unfortunately, the same cleansing process does not so often operate in public administration. To begin with, the aim of business and industry is to make a profit and anything that interferes with this goal must be modified or eliminated. The goals of public life are less precise and there are perhaps several in a given situation. Consequently, the pressure to improve the organization's effectiveness is not nearly so great.

I think this difference between industry and public affairs is an argument for free enterprise as against socialism. We do what is in our interest to do. If the object of an organization is to make a profit then efficient operation is a prime goal. This is never true, or rarely so, in public life and could not possibly be so in a socialized economy.

THE 3-DAY PERSONNEL CONFERENCE held by the American Management Associa-

tion in New York at the end of September had one rather dramatic incident. Edward M. Dowd, Executive Vice President of the LaPointe Machine Tool Company, was to have spoken on the excellent labor relations record of his company. He was to have given important credit for this good record to the existence of the Scanlon Plan. This, as most readers know, is a plan under which a quota is set for production payroll costs, and anything that labor can save by reducing labor costs provides them with a bonus. In the LaPointe Company, as in many others, the original initiative for the plan came from the union itself.

The drama arose when Mr. Dowd was taken ill and sent the president of his local union to speak in his place. Herman Daigneault is president of Local 3536 of United Steelworkers of America—CIO. Sam Burk, who was Chairman of this session, told me afterwards that Daigneault made an excellent talk and impressed the management audience very favorably indeed.

Companies with poor labor relations please note.

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"YOU ARE FIRED" used to be the harsh way of conveying the bad news. Recently, I read of a much better way of doing it. It was said of a certain individual that "He has completed his association with the company".

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ONE OF THE BEST KNOWN and most successful personnel practitioners in the banking business is my long-time friend J. Stanley Brown, at the Chemical Bank and Trust Company, New York. Stan reacted very quickly to the article by Professor Knowles in the September Personnel Journal. He says:

"Wow! Professor Knowles sure did pull the trigger on both barrels in his article 'The Limitations of Personnel Management' in your September issue. Thousands of his 'do-gooders' (page 138) must be madder than wet

peacocks right this minute! Nevertheless, he is just as right as he can be.

"It is certainly true that we do not as yet have any 'science' of Personnel Administration, that we are as yet only at the edge of the jungle of human emotions and motivations. Our *real* understanding and *real* knowledge still lie far ahead of us.

"In the meantime, I fear a repetition of what has happened before:—depressed corporate earnings, the search for 'savings,' discovery that the personnel tail is wagging the corporate dog, a clean sweep, wiping out the good as well as the bad in Personnel Administration.

"I have many times thanked you for the thoroughly constructive work you are doing. Now, I thank you again."

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WALTER V. BINGHAM, who died very recently, was editor of Personnel Journal from 1923 to 1933. He was one of the founders of the Journal and its editor from volume 2 to volume 12. Early readers will remember him and the splendid Journal which was published under his direction. This is only one of many accomplishments of a man who was one of the pioneers in modern psychology. He lived long enough to see many important developments from his pioneer efforts. He will be missed.

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A LETTER FROM MILAN BROWN, Chief, Supervisory Development Branch, Office of Civilian Personnel, Department of the Army, asks permission to duplicate and distribute the article by G. A. Joines which appeared in Personnel Journal for July-August. It was called "Management Training, Beginning at the Top". Mr. Brown says, "We wish to distribute copies of Mr. Joines' article to our Civilian Personnel Offices throughout the world." Of course we are glad to have him do it.

AN INTERESTING EXAMPLE of the working of the Taft-Hartley law was seen recently when many local unions of General Electric Company voted not to strike. Under the provision of this law requiring a secret ballot on the part of all members, a final offer was submitted. Evidently the majority of members of the locals did not believe that they were going to benefit from a strike which might prove to be long and costly to them.

SEVERAL READERS have written enthusiastically about Bill Verity's article, "Faith in Men", which appeared in our October issue. One writer asked to be entered as a new subscriber. Another—Chester Grassmuck of American Oil Company, Baltimore—wrote;

How refreshing it is to read an article like "Faith in Men" and to realize that there are still men of good will in business—who not only talk the Golden Rule but keep it from getting rusty by using it in actual practice! Thanks, Ned.

It is the most satisfying article I have read in a long while and it renews my confidence in my own approach to the handling of personnel by administrators and staff alike!

Please tell Mr. Verity that I admire his forthrightness and Christianly approach, especially when it is so much needed.

I heard Mr. Verity give a fine talk at the Palm Springs Conference last year, held by the Merchants & Manufacturers Association of Los Angeles, and asked him to

do something of the kind for us. We liked the result a lot and are gratified to find that many readers agree with us.

YOU HAVE ALREADY BEEN TOLD about the week-end visits the Editor and Assistant Editor have been making to the Eastern Shore of Maryland to enjoy sailboat racing. On a recent such trip we read in the local paper of an award by the American Legion to The Waverly Press for the work it has done in the employment of handicapped veterans. PERSONNEL JOURNAL is printed in Baltimore by the Waverly Press and, as you can see for yourself, they do a fine job. They have a plant in Easton, Md., where seventy percent of the male employees are veterans and twenty-nine percent of them are handicapped.

IT DOESN'T PAY to be too smart. Occasionally I appear before some group to whom I am introduced as an "expert" on this or that. One of my favorite methods of acknowledging this compliment is to remark that "it is well-known that an expert is just an ordinary guy 50 miles from home." I tried this out recently before a group of the personnel administration staff of the Chesapeake and Ohio Railroad Company. A fellow in the back row put a comma after my remark and followed with "and on an expense account!"

*Ned Hay*

The real purpose of a Personnel Department is to make the business show more profit. Employee relations are important, but so are many things that increase production costs and reduce profits. The author points out that a number of these are properly within the personnel man's province.

# Dollars and Sense in Personnel Administration

By J. R. CLARKE, Director Employee Relations  
South Wind Division, Stewart-Warner Corp., Indianapolis

CONTRARY to the belief of many in management, and, incidentally, the practice of a number of "personnel directors"—modern personnel administration can make a dynamic contribution to the success of the business. Personnel activities should not be confined to areas of employment, counselling, and miscellaneous employee services. These things are a part of such a program but the personnel department contribution can be more—much more.

Here are a few areas within which the personnel program can more than pay its way, as well as provide business data upon which more adequate decisions concerning employee relations and worker productivity can be made than the "seat-of-the-pants" variety now so prevalent.

## COST OF UNEMPLOYMENT COMPENSATION CAN BE REDUCED

1. *Unemployment Compensation:* State laws provide for payments when certain conditions lead to unemployment of a worker. Inadequate or incomplete recording and reporting of the facts in each case can cost a great deal in unnecessary payments—paid for by the company.

State offices can deal only with the facts they have. Usually the employee's claim and reasons therefor are presented personally, while the employer's side in the matter may not be presented at all. This is because the employer does not appreciate the importance of facts and records in the case. The result in many instances is payment of the employer's money under circumstances where such payments are not required by law.

To prevent this serious waste, the matter of records and recording should be reviewed carefully—not with the thought of stopping the payment of legitimate

claims, but to prevent improper payments. If the employer disagrees with the initial decision in the case, it should be appealed. State Unemployment Divisions want this to be done. They want to prevent improper payments, too. Here, then, is an area of cost as important as scrap loss, or idle time, or overpayment of accounts payable.

At South Wind, a system of gearing the company exit interview form and termination records to the terminology used by the State Unemployment Division, prevents misunderstanding and misinterpretation of the facts—and consequently reduces the possibility of improper payments.

#### EMPLOYEES APPLAUD BUSINESS-LIKE HANDLING OF CLAIMS

2. *Workmen's Compensation*: A great deal can be done to reduce waste brought about by payment of irregular or, in some cases, downright dishonest accident and injury claims.

Pre-employment or periodical physical examinations, complete and prompt investigation of all accidents, adequate record-keeping for defense against subsequent claims, all can prove highly productive in terms of cost reductions.

Those familiar with the aches and pains and hernias and strains allegedly growing out of "just doing my regularly assigned work as instructed" will realize the necessity for resisting improper claims. The law provides worker protection against loss from injury at work, but is not intended to cover improper claims. It is easier for one prone to be dishonest to "prove" his claim by fellow workmen and other means than it is for the employer to prove that the condition did not arise out of the task assigned. Improper claims should not be paid and the employer should resist such claims as he would reject an unjust claim for material he did not receive.

Because these things involve people is not a reason to allow payment without resistance, on the premise that morale might otherwise be hurt. We have found that payment of unjust or improper claims does more to hurt morale than to help it. Workers are quick to note prompt and full payment of just claims and orderly businesslike resistance to unjust claims. Their respect, and consequently their morale, increases with evidence of good business sense on the part of management.

#### PROMOTE EMPLOYEES' FEELING OF PARTICIPATION

3. *Suggestion System*: Here is a potent activity which can improve operations, result in significant savings and add immeasurably to good relations. A suggestion system properly administered is at once a communication system, a partnership in ideas between management and worker, a release for the worker's need for recognition, a creative outlet, an opportunity to express individuality, and a reward for effort.

Generally, savings to the company in a good plan far out-weigh the cost of administration, with the other benefits of greater job satisfaction and cooperation

thrown in free. Again, the poorly run suggestion system where inadequate investigation, delay in getting action or an attitude of being "too quick to pay" exists, will reduce the benefits otherwise available.

Within a two month period, South Wind paid one employee over \$1200.00 and another over \$2400.00 for ideas from which sizeable savings on costs resulted. This indicates the kind of thinking a sound and aggressive suggestion system can stimulate.

4. *Turnover and Absenteeism:* Employee turnover and absenteeism may be looked upon as only something to be reported by the Personnel Department. It would be helpful to look into what is being done about them. An analysis of the problem, its causes and its cures, is clearly a function of the Personnel group.

The cost of turnover and the possibilities for tremendous savings through its reduction are known to the competent personnel man. We have reduced turnover by prompt attention to workers' needs, and by working as hard or harder to save the dissatisfied employee as to get a new one.

Absenteeism, too, can cost amazing sums. Its correction through attention to its causes has benefitted the employee and our company.

#### PERSONNEL DEPARTMENT CAN HELP GET MORE PRODUCTION

5. *Productivity:* Proper selection and placement, adequate induction and on-the-job training, pertinent records on quantity, quality and general work habits, counselling, discipline, motivation, morale and countless other contributions can be made by the Personnel group to the overall and individual efficiency and effectiveness of the operation. This applies equally well to the file clerk, the secretary, the machine operator, the sweeper.

Production is the ultimate aim of the whole organization. The personnel group can and should make a worthwhile contribution on this. Much can be done wherever the possibilities and the expectations are made plain.

At South Wind, these tests are applied to each job—office as well as factory:

- (a) Is the work absolutely necessary? What are the consequences if it is not done?
- (b) Is the work done in the best possible way? Can it be improved?
- (c) Is the worker efficient? Can training, motivation or transfer increase efficiency?
- (d) Is the worker busy for the full shift? Has the work load been properly balanced? Is supervision lacking? What prevents a full shift of work?

6. *Union Contracts:* Direct wage costs and so-called "fringe benefits" are matters of record. Within the provisions of the union-company agreement, however, may be greater hidden costs than is generally realized. There may be two reasons for this. On the one hand, agreement provisions other than those labeled "wage clauses" are not read or understood by all those in management positions who could



contribute facts to determine these costs. On the other hand, grievance settlement precedents, or poorly worded agreement clauses, or inadequate study, may be given to overtime equalization, or worker re-assignment provisions, or seniority clauses, and the like. Such provisions as "seniority shall govern in layoffs, transfers or downgradings or shifts" can be tremendously expensive.

Management's right to use workers' versatility, product know-how, and co-operation is of prime importance to the operation of a successful business. These are personnel matters. Whether the personnel man or someone else "negotiates" the agreement, the personnel man and the line organization each day determine by their activities the matters which will become the subjects of grievances today or agreement negotiations tomorrow.

In our plant, careful records are kept of agreement provisions which tend to increase costs. Plans are then made for future correction. Grievances are studied to prevent apparently harmless practices from becoming expensive precedents.

7. *Overtime*: Penalties on the employer for assigning work in excess of eight hours per day or forty hours per week are common in some areas. Work curves reveal loss of efficiency from "spreading" work over work hours. Too, the difficult problems of maintaining the proper relationship of earnings between workers, or even between management representatives and workers, are aggravated by overtime premium payments. We have found that it helps to analyze reasons for the overtime work in the first place.

#### TRUE PICTURE NEEDED OF AREA PRACTICES

The facts may not bear out the contentions that "overtime pay is needed to keep workers" or "a fifty-hour week is standard in the area" or "earnings are below average and overtime pay reduces the problem". Many times these things are found not to be true, after an adequate area practice survey. The "high wage rates" or "big take-home pay" rumor is quick to start, and can just as easily be stopped by the facts.

Lack of operators may be given as the reason for overtime work. In most cases where this was actually true, a quick look at the high cost of overtime resulted in our spending one-half as much more to step up worker recruitment, thus eliminating the need for so much overtime.

A drop in production, particularly in summer or around the year-end holiday season, may give rise to overtime and extra costs. Here again, alertness to the problem will point to less expensive programs to combat the condition, thus eliminating the need and the cost of overtime. Special supervisory conferences on these matters have paid dividends.

Many other circumstances may seem to make overtime necessary but few of them can't be overcome. Usually, overtime is required when someone is not alert to the importance of his part in preventing it.

## WAGE PRACTICES THAT SEEM FAIR ARE IMPORTANT

8. *Wage Administration*: No other employer policy or practice influences productivity and morale as much as wages and salaries. To obviate potential trouble we consider wage questions with these four things in mind.

(a) *Relationship* of one worker's earnings to another's is of almost equal concern to both of them as their *actual earnings*.

(b) Little is to be gained by paying less than the "going rate" in the community.

(c) Evaluation of jobs is a continuing and important function—one of the best means yet developed to determine job values.

(d) Determination of merit continually presents a problem of absolute as well as relative worth. The absolute worth of an employee is best known to the supervisor. The relative worth can be determined in some measure by reviewing the variations around the midpoint of the rate ranges maintained by respective departments or groups.

There are many other areas within which the personnel group can contribute significantly to the increased effectiveness of the total operation. Among them are alertness to the training needs in the organization, participating directly in the public and customer relations field, and helping improve communications and employee-development programs. The personnel group can help a great deal by speed and adequacy in filling employment requisitions. A few days delay can cause considerable extra cost. Planning for peak employment loads, using worker skills, verifying the need for additional workers, and other such matters are the concern of the personnel administrator. In addition, it should be recognized that there is still the whole field of worker satisfaction and morale in the area of human relations. There is a vast field here which is now only being tapped. However, while it is true that an important contribution can be made in this area, the areas of direct contribution pointed out above should not be lost sight of. In some cases, activities involving human beings are considered by personnel men as the objective rather than the *means* to the objective which is a more effective total operation.

The alert and competent personnel man holds a position of responsibility and has an ever-increasing opportunity to contribute more and more to the successful operation of the business.

Owners and top executives of this comparatively small plant sat around the conference table with foremen and work leaders. Together they thrashed out problems. At a cost of \$5. per man per session, say the authors, practically any company regardless of location, could put on an equally profitable training course.

# Management Education in a Small Company

BY VIRGIL C. CRISAFULLI AND RAYMOND SIMON  
Utica College, Syracuse University

**Y**ou might not think that such a small thing as giving a personality and a name to an inanimate machine could make any worthwhile contribution in a management conference. But it did this time.

Twenty of the company's people were seated around the table—the two partners and co-owners, the works manager, the comptroller, the sales manager, personnel manager, foremen and work leaders. They were discussing a particularly ornery machine which was playing havoc with work schedules and wrecking morale. "What can I do about it?" the responsible foreman asked the outside expert at the head of the table. "You mean," said the expert, "how can you tame The Brute?"

## MEN LED TO TALK OUT AND SOLVE OWN PROBLEMS

You know how it is—at this particular time and place the name seemed just right. It stuck. But it did more than that. It seemed to help the men to face up to a problem that had now become humanized. Under the skillful leadership of the expert, a professor from a nearby college, they began to spark with possible solutions to their problem. The Brute wasn't licked yet, but its days of brutishness were numbered. That assurance was the first accomplishment, admittedly rather nebulous, of a unique course recently completed in management and supervisory education.

The course under discussion was conducted in a light industrial plant employing only 75 to 100 persons, in the vicinity of Utica, New York. It consisted of ten

weekly 2-hour sessions starting at 4:30 on Tuesday afternoons. The word "unique" is used in referring to it, for these reasons:

(1) The course is one of the few that we know of which has been presented in a plant employing less than 100 persons.

(2) Enrollment in the course cut across the usual organization lines and ranged from top management down through work leaders.

(3) With modifications to suit the particular plant concerned, such a course can be presented in almost any other small concern in the country.

(4) At the relative small cost of approximately \$5. per session per man, such a course can help to improve morale, make for more efficient management of line workers, and arouse in line leaders a sense of responsibility, group feeling, and participation.

Before continuing, a small but important "if" should be injected here. Such a course can be of immense value "if" top managers have the confidence of the men, are able to meet them on their own grounds, and are willing to be just members of the class. If top managers cannot do these things, this course will most likely boomerang. The men will clam up, and management will find itself talking only to itself. In such a case, one of the main purposes of the course—that of enabling management and lower level supervisory personnel to learn each other's problems and attempt to find the answers—will not be achieved.

#### MANAGEMENT MEETS MEN ON SAME LEVEL

That the course presented in the central New York plant was a success is due to a great extent to the fact that top management did meet the necessary qualifications. At the first meeting of the group the junior partner set the pattern for the subsequent sessions when he took a seat among the men—not at the head or foot of the conference table, mind you—and declared that he was just another member of the class. Only once did he make an exception, and that was when, according to agreement, he presented the organizational setup of the plant and delineated its place in the industry.

As the reader has already noted, this ten-week small plant course was marked by an informality which even extended into the Curriculum. Though the economics professor who supervised the course scheduled an individual subject for each session, he pointed out in the course outline that "the success of the course depends upon its coverage being tailored to meet the needs of the group involved. These needs cannot be foretold accurately. Therefore, the actual makeup of the course will be shaped as it moves along." In line with this, the three instructors who had a hand in the teaching allowed the class to stray from the subject at hand whenever the students showed a strong interest in other matters. Of course, as good teachers do, the instructors always managed to bring the discussion back on the main line again.

Broken down as to subject matter, the ten sessions covered the following ground:

(1) Orientation meeting to discuss the aim of the course, methods and materials to be used, function of the course, and definitions.

- (2) Function of management in general and this plant's management in particular. Policy making and execution. Personnel department and its function. Personnel procedures.
- (3) Function of the foreman.
- (4) Industrial relations. Recognition and reward: the function of wages and wage policy.
- (5) Industrial relations continued. Recognition and reward: non-monetary incentives.
- (6) Industrial relations concluded. Analysis of typical problems.
- (7) Human relations. The human being in industry.
- (8) Human relations concluded.
- (9) Public relations and effective communications.
- (10) Summary and wrap-up session.

At a typical session you would find the twenty class members straggling into the conference room at 4:30 on a Tuesday evening. For the first few meetings the members had merely freshened up a bit. But later they were fortified by a fresh cup of coffee from the small urn the personnel man talked the president into buying.

### PROBLEMS BRING OUT THE BEST THINKING OF ALL

Following the usual small talk the instructor for the day—one of those mentioned previously as coming from the nearby college—would take over. He would go over unfinished business from the previous meeting and would then talk on the day's subject for about 40 to 50 minutes. Questions would either be tossed out by the instructor or would be forthcoming from the students. Inevitably the broad line of the subject matter introduced by the instructor would bring to the fore an example or problem faced by one of the students. In short order the problem would be placed on the operating table and dissection begun by the class. If the president had a problem he'd bring it up; if a line foreman had a problem he wouldn't hesitate to raise it. One might quite possibly have the answer for the other.

Just as there are no definite answers to many problems during such a course, so are there no definite long-range results of the course itself. However, in an attempt to measure roughly the course's immediate effectiveness, a simple questionnaire was devised and given to each class member at the end of the term. The students were told not to sign their names, and deposited their completed forms in a sealed box. The answers, generally speaking, were so favorable that the firm's co-owners have asked for a meeting with college officials to see about a follow-up course.

Asked "if you were the owner of a firm such as ours, would you recommend this type of training for your foremen and supervisors?", 16 replied "yes", one replied "no", and three did not answer. Some comments on this question were: "One learns of other problems and should be able to benefit from them" . . . "very beneficial if conducted in the right manner and spirit" . . . "there were things that came up that were answered without people knowing it" . . . "Brings everyone closer together" . . . "Better understanding between management and worker" . . . "This type of lecture training isn't specific enough; more details".

## HUMAN RELATIONS DISCUSSION VOTED "MOST BENEFICIAL"

In rating the subjects which proved to be "most beneficial" to themselves, the students rated human relations first with 11 votes; public relations second with eight votes; and physical structure of the company third with one vote. Asked to make suggestions for improving the course, the students advised that all workers be included in the training, called for more discussion and participation by the class, suggested that lecturing be kept to an absolute minimum, and asked for pertinent movies.

The course even brought about some direct immediate results which had not been anticipated. Sparked by discussion of company newspapers, the personnel man drew up and had mimeographed the first issue of a one-sheet "house organ" and had it distributed to all employees. Plans are now afoot to have the paper printed. The three instructors made references to so many good books on their specialties that the owners asked for a list of suggested readings and have made plans to set up a company library. The "coffee hour" proved so popular that plans have been made to extend the free coffee privilege to all workers. Almost too numerous to mention were the many self-admitted improvements in human relationships and self-development.

So much for the particular course. Of greater import is the question whether it can be duplicated in other plants. In the opinion of the writers of this article, both of whom taught in the course, the answer is a "yes".

Probably one question in the minds of many readers is that of teaching personnel. We would like to point out that there is either a college or university within commuting reach of almost every small plant in the country. And one need not look merely to institutions with large economics or business departments. At Utica we've used as teachers an economics and industrial relations man, a psychology man, and a public relations man. Certainly, the first two named are available at almost every college and the latter can be omitted if not available.

Summing up, we'd say that our experience has taught that:

- (1) A course in effective management and supervisory education can be tailor-made for even a company employing less than 100 persons.
- (2) Such a course could be had by almost any company in the country and can be carried on without unavailable specialists.
- (3) Such a course can be a direct morale booster and, through this, an indirect production booster.

Sup't Brown might have headed off the trouble if he'd anticipated it. But, since he didn't, what can he do now to keep "peace in the family" and promote teamwork? PJ readers are invited to write us their solutions for publication in a later issue.

## What Is *Your* Answer?

**A**MONG the most interesting and useful features of Alfred M. Cooper's "How to Supervise People" (published by McGraw-Hill at \$3.75 and recently reviewed in this magazine) are the "Questions for Group Discussion" in the back of the book. By permission from the publisher we are presenting one of the questions and asking for your answer. Here it is:

"Smith has been appointed assistant to Superintendent Brown because his all-around qualifications seem to fit the job. His technical experience is excellent; his field experience on work of this size a little shy. Three of the five foremen accept Smith with good grace. The other two do not like to take orders from him, and try to short-circuit him by going direct to Brown. One feels he lacks experience; the other does not like to take orders from a younger man. How should Brown act to bring harmony and keep it? What is Smith's part in the matter?"

The author says of this and other questions posed in his book that there is no single *right* answer. Some of his questions, possibly including this one, required as long as an hour and a half for "proper group consideration." The reader, he says, "will do well to avoid snap judgments in his solutions . . . since group discussion proves that the first thought expressed, and the first solutions offered, are often quite superficial and utterly unlike the final decision . . . after thorough discussion of the problem."

### HERE ARE FIRST ANSWERS FROM PJ READERS

To get the discussion in these pages off under a full head of steam, a few of our readers were sent the question in advance so that we might publish the first answers immediately. Other readers are cordially invited to send in their answers, which will be excerpted or published in full as space permits. And, please let us know if you'd like to be included in the "advance answer" group when and if other problem questions are presented from time to time.

J. R. Clarke, Director of Employee Relations, South Wind Division of Stewart-Warner Corporation, Indianapolis, writes:—

"Whether or not the conditions defined in the problem could have been recognized and solved before the appointment of Smith is a question. However, the deed is done and we must start from where we are.

"Brown should

—discuss with Smith his good points and his need for experience.

—point out to Smith that he will gain experience (as well as become more effective) by getting cooperation from all five foremen, but particularly from the two involved.

—explain to the foremen that Smith can be of considerable help to them on technical matters, and that they in turn can help Smith by sharing their long experience with him.

—review with the foremen that matters are to be referred to Smith; however he, Brown, will be available should trouble develop which they and Smith can't solve.

"In case a matter which should go through Smith is referred directly to Brown, Brown should be sure that Smith is in on the discussion and that Smith is allowed to lead the meeting to a conclusion. Brown should back up the conclusion developed by Smith. This type of short circuit will not happen many times before all such matters are referred to Smith in the first place, if these suggestions are followed.

"Things should be going well within a month, providing Smith was a good selection in the first place. Smith, of course, has the responsibility of following Brown's advice and of winning the confidence of the two foremen and of keeping the confidence of the other three foremen.

"As a practical matter, we have to meet this kind of problem frequently and the suggested method has been used many times with good success."

#### A PERSONNEL WOMAN GIVES HER SOLUTION

Miss P. Winnie Rowles, Women's Personnel Supervisor, Nylon Division of Canadian Industries Ltd., Kingston, Ontario, is pretty hard on Sup't. Brown. She says:—

"Poor old Superintendent Brown certainly has got trouble unless he takes some fairly fast action. And I'm not sure he has wit enough to do it, or he would have anticipated the trouble and prevented it. If he had remembered the human relations value of 'letting the employee know what is going to happen before a change is made,' he might have won the two foremen over to his side beforehand.

"His handling of his foremen would have been, 'You'll find that my new assistant, Smith, is a good man technically. But he lacks your experience in this plant' (or 'but he's young yet' to the older man). 'Because of your special knowledge' (or 'your number of years') 'you can be of great help to me in training him to take on the load I need him to carry.'

"But Brown was not smart enough to take that action and now he is stuck with the problem. I believe he can best mop up the situation by acting individually the



next time either of the foremen short-circuits Smith and comes directly to him. He could say, 'I believe we can handle this best by calling Smith in to discuss it with us.' Then, by building up the foreman to Smith and Smith to the foreman and emphasizing the strong qualities of each in the presence of the other, he can send them out of his office to work out the difficulty together.

"Smith can take direct steps himself as supervisor of the two foremen. As soon as he discovers the spot he is in, he should make his own approach to each foreman with a specific departmental problem. If he has any skill in human relations he should be able to get some response from 'You are older than I and probably you've dealt with situations like this before. I would like the benefit of your years in solving this problem.' The original antipathy can best be overcome by working directly with each of his men, with a careful appreciation of their special skills. Occasionally, when a specific problem warrants Brown's attention, Smith should ask the particular foreman to come with him to the superintendent's office for discussion. By bolstering the foremen's ego he can build loyalty to himself."

Harold H. Kase of the Industrial Relations Department of Taylor Instrument Companies, Rochester, N. Y., says this type of problem is a little out of his line. But he takes a crack at it, as follows:—

"It is not at all uncommon to find this situation in an organization of any size. There are always young fellows coming up who have all of the qualifications, but lack practical experience. Unless they have unusual personalities there is bound to be some irritation. The great majority of foremen and men of long experience, not so young any more, are naturally aware that they have valuable 'know how' that the young fellow lacks.

#### "SMITH SHOULD SEEK FOREMEN'S ADVICE"

"My feeling is that Superintendent Brown should get the two short-circuiting foremen to accept the viewpoint that the young assistant needs their help, just as every one needs help from older and more experienced people when just starting in on his first big opportunity. By proper handling Brown should be able to convince these two foremen that it is their job to help Smith by dealing with him instead of by-passing him. Smith's part in the situation is to keep 'mum' and go out of his way to accept advice and counsel from these two foremen, after asking their opinion on the different matters that come up. Of course, Brown must also have a talk with Smith and instruct him as to the part he should play.

"Add the ingredient of time to the above recipe and everything should turn out all right."

Our hearty thanks to these friends for their thoughtful solutions. What's *your* answer to the whole situation?

A weighted application form for production workers can help place new people where they'll stick, and do their best for you. But identifying significant factors and weighting them correctly is quite a project. The author tells exactly how he did it.

# Weighted Application Form

BY CHARLES W. VORIS, Asst. Professor  
Business Administration, State College of Washington

**M**OST neglected among instruments used for the selection and placement of employees is the weighted application form. Approximately ten years ago it was introduced for the hiring of salesmen, and proved fairly successful. In recent years there have been occasional attempts by industrial concerns to use the device in screening production applicants.

Recently the writer was working with the South Gate, California, plant of the Rheem Manufacturing Company in an attempt to cut down excessive labor turnover. One of several suggestions made to reduce the turnover was to use a weighted application form to make selection procedure more objective. The suggestion was adopted by the Personnel Department, and they have found the instrument extremely valuable in these ways:

## WHAT THE WEIGHTED FORM DOES FOR THE COMPANY

1. It makes a valuable screening device for each department using the critical scores for each department.
2. It serves as a placement device. The applicant can be placed in a department for which he receives the highest score. If he is not needed in the department for which he has the highest score, he can be placed in another if his valuation for that department is above the critical score.
3. It can be used as an interviewer's check list. The applicant can be interviewed directly from the form and the interviewer can write in comments as they occur to him.
4. The scores can be used later as checks on transfers and promotions. If the man is to be transferred to another department, a check of his score for that department will indicate his chances of success.

Figure 1 is a page of the completed application form. Without going too deeply

FIGURE 1  
RHEEM MANUFACTURING COMPANY

## Weighted Application Form

Please answer each question carefully by selecting the answer which most nearly applies to you. If the questions are answered honestly the results will assist you in getting employment at this plant.

Please check ( ) in the space provided.

Applicants Use This Side Only		For Company Use Only					
	Place Check Here	84	33	65	79	71	65C
1. What is your marital status?							
1. Single	( )	_____	_____	_____	_____	_____	_____
2. Married	( )	_____	_____	_____	_____	_____	_____
3. Married with one child	( )	_____	_____	_____	_____	_____	_____
4. Married with children	( )	_____	_____	_____	_____	_____	_____
5. Divorced	( )	_____	_____	_____	_____	_____	_____
6. Separated	( )	_____	_____	_____	_____	_____	_____
2. Do you have relatives or friends working for this company:							
1. Relative (s)	( )	_____	_____	_____	_____	_____	_____
2. Friend (s)	( )	_____	_____	_____	_____	_____	_____
3. Neither	( )	_____	_____	_____	_____	_____	_____
3. How many jobs have you had in the past four years?							
1. None	( )	_____	_____	_____	_____	_____	_____
2. One	( )	_____	_____	_____	_____	_____	_____
3. Two	( )	_____	_____	_____	_____	_____	_____
4. Three	( )	_____	_____	_____	_____	_____	_____
5. Four	( )	_____	_____	_____	_____	_____	_____
6. Five	( )	_____	_____	_____	_____	_____	_____
7. Over Five	( )	_____	_____	_____	_____	_____	_____
4. Which would you prefer:							
1. Learning a single job well and staying with it until a chance for promotion comes along.	( )	_____	_____	_____	_____	_____	_____
2. Doing several related jobs reasonably well at the same or similar rate of pay.	( )	_____	_____	_____	_____	_____	_____
5. What is your age?							
1. 20-25	( )	_____	_____	_____	_____	_____	_____
2. 26-35	( )	_____	_____	_____	_____	_____	_____
3. 36-45	( )	_____	_____	_____	_____	_____	_____
4. 46-55	( )	_____	_____	_____	_____	_____	_____
5. 56 or over	( )	_____	_____	_____	_____	_____	_____
Total		_____	_____	_____	_____	_____	_____

into the technical phases of its construction, this is the way it was developed.

1. The foremen of the six major departments were interviewed at great length. These questions were answered in detail.

a. "Can you list for me five of your most successful employees?"

b. "Can you list for me five of your most unsuccessful employees?"

(Note: Do not define successful unless they ask, because you want them to use their own interpretation of success.)

c. "What are your reasons for listing these people?"

d. "What factors have contributed to their success or failure?"

e. "What do you think are the factors in a worker's environment which contribute to his success?"

f. "What do you think are the principal causes of turnover in this plant?" (or department).

g. "What do you think could be done to improve placement so as to cut down turnover?"

2. The data from these interviews were recorded in detail.

3. The next step was to get out the record of each of the people mentioned by the foremen as successful or unsuccessful.

4. The analysis was done department by department so as to obtain characteristics necessary for success in one department versus another.

FIGURE 2. ANALYSIS SHEET

*Evaporative Cooler Line*

Successful:	Unsuccessful:
1. All married, one with children.	1. None finished high school.
2. All little men, 5'3" to 5'9", 130-140 lbs.	2. Two were privates in army.
3. Not much education, one attended high school.	3. None had related jobs previously.
4. One veteran.	4. Somewhat younger men, one 52 however.
5. Few previous jobs in past 10 years.	5. All married, one with a child.
6. All older men, over 40.	6. None had relatives with company.
7. Two have relatives with the company.	7. One big man, 6'2" and 198 lbs., two medium sized or small.

5. The record of each person was analyzed exhaustively in order to discover biographical, psychological and environmental factors which characterized the successful people in contrast to the unsuccessful people in the same department. Figure 2 is an analysis sheet, which was devised after studying carefully the characteristics and records of the successful and unsuccessful people in one department.

6. After similar data sheets had been constructed for each department, key questions were drawn up in multiple choice form. Figure 1 contains questions which were considered significant in determining success or failure in all departments. Questions were devised which probably would differentiate between success and failure according to the data on the analysis sheet. For instance, if a majority of the successful employees in a department are married and have children while a majority of those listed as unsuccessful either are single or are married with no children, then there is a possibility that this may be a key question. It should be incorporated into the weighted application form.

7. The next step is to frame the multiple questions so that all possibilities are included which might differentiate between employees and departments. Question 1 of Figure 1 illustrates this point. From the analysis sheets six factors were found which seemed to have significance. They are listed as possible choices for Question 1 and are given different weights for each department.

8. Some of the questions, such as 4, are not constructed from biographical data

but arose from conditions in the departments themselves. To illustrate this point—question 4 was devised to find how the applicant feels about being moved around from job to job. In the South Gate plant employees are constantly being moved from job to job and department to department. If a new applicant doesn't like this sort of practice he probably will not stay; hence it is expedient to find this out before he is hired.

### FACTORS WEIGHTED DIFFERENTLY FOR EACH DEPARTMENT

9. The next step is to determine weights for each factor for each department. It involves using a scoring range from +4 to -4 and assigning point values to each factor for each department. For example, refer to Table I. This table shows question

TABLE I

Question 9 of Weighted Application Form

	Place Check Here	84	33	Weights by Departments			
				65	79	71	65C
9. What is your height?							
1. Under 5'2"	( )	0	0	0	0	0	0
2. 5'2"-5'9"	( )	+2	+2	0	-2	+1	0
3. 5'10"-6'0"	( )	0	0	+1	+1	+2	+1
4. Over 6'	( )	-1	-1	+2	+2	-1	+2

9 and the weights assigned to each factor for each department. It can be seen that for departments 84 and 33, a premium of +2 is given the applicant if he is from 5'2" to 5'9" tall. This is because it was found that small people tend to be more successful in these departments because of the type of work involved. In departments 65, 79, etc., the applicant is penalized for being within the 5'2" to 5'9" range and is given a premium for being over 5'10" and even a greater one for being over 6' tall. In these departments it was found that short people could not take the heavy work, the lifting and the reaching.

Also, in assigning the weights, some consideration must be given to the relative value of characteristics, in regard to the part they play in a person's success on the job. For instance, in Question 11 a range from +1 to -2 is used, while in a relatively more important category such as Question 3, the range is from +4 to -2.

10. A score for each department is determined by adding the pluses and minuses in each column.

11. The final step is the determination of critical scores and validating the instrument. To validate the application form it must be given to all applicants and the hiring done as usual, but a careful record of the scores of the new hires must be kept. After a period of six weeks a check should be made of these employees on the job. This check should involve an objective rating of each employee by his super-

visor and also a check on the employee's performance record, attendance, accident rate, etc. *If those employees who are rated high by these methods are those who received high scores for their departments on the application and if those employees who are rated low received low scores on the application, then there is correlation between the application form and success in the individual departments.*

A critical score for each department can be set only by experiment. The on-the-job success or failure of people who used the application form must be determined. Then you must find a score above which a substantial number of people made good, and below which a substantial number failed. For example, +3 may be found to be the critical score for Department A. Perhaps 90% of the good people in this department who answered the application questions scored +3 or above, while 90% of the failures scored below that point. By plotting the number of successful and unsuccessful people for each score, you find the score that gives maximum differentiation for each department. That, of course, will be your critical score in each instance.

## About the Authors

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*Robert D. Breth* is a pioneer author, editor, publisher, instructor, and consultant in the field of human relations and communications. He is the author of the book *The Successful Employee Publication*. His letter on industrial communications—*Quotes Ending*—is widely quoted. He teaches advanced courses in human relations and communications at Lehigh University, Bethlehem, Pa., St. Joseph's College and Drexel Institute of Technology, Philadelphia. Mr. Breth is an alumnus of the Wharton School of Business and Commerce of the University of Pennsylvania, and is a member of various management, editorial and educational associations.

Human relations and communications are interdependent and, in one sense, practically synonymous in business parlance. The author shows that the first is impossible without the second, and finds recognition of their "duality" a hopeful sign of progress.

# Human Relations and Communications Are Twins

By ROBERT D. BRETH, Management Consultant  
Philadelphia

The problem of improving human relations in industry is one that has been pushed to the forefront of top management attention only within the past few years, although it has slumbered in the background since business began. During this period, starting near the end of World War II, and gaining momentum ever since, management has come gradually to recognize that it is dealing with people, and not synonyms for people, such as employees, customers, stockholders and the community.

With this recognition—a true sign of economic and political democracy—the term "human relations" moved from the realm of anthropology where it meant our simian cousins and ancestors, into sociology—the sociology of business—where it means the workaday relationships of human beings to each other.

## "COMMUNICATIONS" ACQUIRE A HUMAN CONNOTATION

Also, with this recognition, the term "communications" moved from the purely mechanical meaning of the dictionary definition, to the more human plane of "the imparting or interchange of thoughts, opinions, or information by speech, writing or signs".

As a final stage of refinement in evolution, the dual phrase "human relations and communications" originated—a phrase which today is becoming accepted in common business language. Further, the duality of this phrase is not just coincidence, a lucky happenstance—rather, it recognizes the almost inseparable qualities of the original terms.

It is impossible to have human relations without communications, and vice versa. Separation of the two comes in, however, when the desire for improvement

enters. While communications can be improved without improving human relations, human relations *cannot* be improved without improving communications.

The duality of the two is not too easy to grasp and certainly some managements have failed to grasp it. A typical instance of such failure is where means of communication are installed or improved for the sole purpose of educating and informing a specific group of people on what management wants them to know—be they employees, customers, stockholders or members of the community—while conspicuously avoiding what the group wants management to know, or to explain.

However, other managements have grasped the duality of human relations and communications and this idea has been expressed by at least one outstanding business leader. In a letter to the writer some time ago, Fowler McCormick, Chairman of the Board of International Harvester Company, stated: "Certain it is, after sound policies are evolved, nothing is of more importance than communications systems."

Mr. McCormick's words are convincing to one who is acquainted with his company's human relations and communications program. Unfortunately, many aren't acquainted with it, so there is lack of proof of the value of such programs. This lack exists, primarily, because of the difficulty of collecting sufficient data to convince the skeptics. The deficiency arises from: (1) Inertia, or failure to study scientifically the tie-in between human relations and communications in industry, (2) Secrecy, or the failure to make such studies public—if they have been made) and (3) Economics, or the cost of conducting such a study or studies. Is there any clue as to what such a study might reveal? Yes, in a modest and indirect way.

#### "COMMUNICATIONS" IN AN EDUCATIONAL PROGRAM

For the last two years, the writer has conducted a course at Lehigh University, the intent of which is to acquaint business administration students with the problems involved in "human relations and communications" in industry. Specific emphasis is placed on communications philosophy and methods.

For my own personal guidance and university administration planning purposes, a survey has been made at the end of each term to find out three things.

1. Did the students accept the spirit and intent of the course, or did they think it was management propaganda?
2. Were the instructional methods used effective?
3. Did the course change any previously held opinions?

Here is a summary of the findings of the survey\* (Spring Semester, 1952), tabulated on a comparative basis with last year's original course and survey (Spring Semester, 1951). It is of interest here to note that the instructional methods used were generally the same as used in industry—visual aids, demonstrations, guest speakers, role-playing, open discussion and audience participation.

\* Copies of this survey, complete with questions, answers, tables, and interpretations, are available free upon request while they last. Write to: Robert D. Breth, 1728 Cherry Street, Philadelphia 3, Pa.



1. The students accepted the course according to the spirit and intent of the instructor and did not consider it as a propaganda device for management.
2. The instructional methods used—visual aids, etc., were found to be effective in direct proportion to the balancing of education and information with entertainment. The second year's course was more effective because of corrections made as a result of the original survey of the first year's course.
3. The students admitted to a better understanding of the problems involved in human relations and communications, and became more familiar with the mechanics of communicating as a means of improving human relations.

Concrete evidence as to the accuracy of these findings may be found in the following data:

1. The students not only discussed the course actively with family and friends, but recommended the course strongly to other students.
2. Twenty-one students registered for the course the first year, all at the suggestion of faculty advisors. Fifty-five students requested the course at the start of the second year, most on the basis of student recommendation. However, through screening, registration was held to 22 to keep the group instruction efficient.
3. Discussion and recommendation of the course at the end of the second year continued at the same rate as originally established.
4. The university authorities decided to repeat the course in two semesters during the school year 1952/53 in order to accomodate more registrants.

#### BETTER COMMUNICATIONS PRODUCE BETTER UNDERSTANDING

It is undoubtedly a far cry from college to industry in human relations problems. But people are people, whether students or steel workers. And the findings of two consecutive surveys indicated that sound educational policies and adequate communication produced results. Better understanding is the only real goal to seek in striving for improved communications. If the basic policies are sound, better human relations will follow.

In summing up, I return to the fact that improvement in "human relations" is dependent upon the continuing recognition by management that it is dealing with groups of people and not groups of synonyms for people. So with communications. To state the synonyms in all their glory, "improvement of human relations in industry depends upon the improvement of two-way management communications with employees, customers, stockholders and the community."

Translated, this means that if a small group of people want to get along better with larger groups of people, they must seek to improve their methods of communication. These methods are: Personal Contact, Conferences, Presentations, Group Meetings, Speeches, Memos, Letters, Bulletins, Posters, Bulletin Boards, Annual Reports, House Organs, Casual Publications, Information Racks, Telephone, Recordings, Radio, Speaker Systems, Television, Exhibits and Displays, Slide Films, Movies, Suggestion Systems, Opinion and Attitude Surveys, Open House Programs.

These are the methods by which human relationships in industry are established. In essence, these methods ARE human relations.

## Social Relations Research in Action

By Doris D. Hay

The art of conference leadership is becoming a science which combines the disciplines of sociology and psychology. Careful scientific research in how people can learn to come to agreement is being carried out in a number of places. Centers have been set up in the universities, the Y.M.C.A. and in industry where people can practice working problems through together. Industrial training has come to depend on the conference method for increasing the understanding of supervisors.

A British factory under pressure for maximum production, with limitation on re-equipment and having to cope with a full-employment situation, invited the Tavistock Institute of Human Relation to send a research team to help management solve some of their problems. (*Changing Culture of a Factory*, by Elliott Jaques, Dryden Press, New York, 1952, 341 pages, \$4.25). The book is a case study of the three-year project, reporting fully on the series of meetings which were held. Groups were made up which represented the committees already functioning under the plan of "Consultative Joint Management" that was operating. The factory was not fully unionized, but the consent of existing unions was obtained.

In each of the problems decided upon for study by the respective groups, the research team assumed (1) that the particular problem complained of was unlikely to be the main source of difficulty; (2) that no simple causes or solutions would be found;

(3) that, although they had been asked to undertake the study, resistance to change would be strongly felt.

In the chapters that report the discussion meetings a general pattern is noticeable. There was a slow letting down of barriers, following tentative and then downright disagreements and deep distrusts which were gradually brought to the surface. Throughout the course of these meetings the consultant remained entirely neutral. His main job was to interpret people's feelings to each other.

Chapters cover the history and organization of the firm; reports of the meetings held in the various departments; analysis of the changes that occurred and of the executive position in general. There is a list of references to other books which describe similar work which changed the attitudes of other groups.

In the final summation the firm is "growing up". Everything is quite "above board". A general manager's monthly report is used as a main link between the factory-wide executive and consultative systems. Two new factories are under construction. A recent new share issue has been substantially over-subscribed. Production is high because of the feeling of everyone in the plant that they are really working as a team.

Anyone who is interested in the great problem of human relations and who recognizes the importance of emotions and deep feelings, will get a lot out of this book.

The Tavistock Institute of Human Relations of London University and the Research Center for Group Dynamics, formerly at M.I.T. and now at Ann Arbor, Michigan have for the past five years jointly published *Human Relations* a quarterly of studies toward the integration of the social sciences. The Research Center in this country has also been cooperating with industry to study training, productivity and morale. *Human Relations*, Vol. 5, No. 2 also contains an article by Norman R. F. Maier and Lester F. Zerfoss on a new procedure for training groups of supervisors.

Another useful book is Fred K. Bierien's *Comments on Cases on Human Relations*, Harper & Brothers, New York, 1951. This contains descriptions of twenty-eight cases taken from real life, several from industry, as well as information about leadership both in democratic and authoritarian societies.

As a result of participation in the National Training Laboratory in Group Development at Bethel, Maine, two ex-

cellent books came out last year. In November we reviewed *Roads to Agreement* by Stuart Chase, Harper and Brothers, 1951; and in December, *New Ways to Better Meetings* by Bert and Frances Strauss (Viking Press, New York).

A book has just come to hand; *Administering Changes* by Harriet O. Ronken and Paul R. Lawrence, published by the Division of Research, Harvard Business School, 318 pages, \$3.50, which deals with the effect of technological changes upon individual operators in a factory.

This is another research study by social scientists. It reports the attitudes and feelings of girl workers to the man in charge of their special project, as well as a careful study of the stresses felt by foremen as a result of changes. It deserves a thorough review and will have one in a forthcoming number of *PERSONNEL JOURNAL*.

It is a good augury for future peace in the world that some scientists are working on ways of getting people together in this time when others are splitting atoms.

## Other Recent Books

**MEETING OF MINDS.** By Elmore Jackson. New York: McGraw-Hill. 1952. 192 pages, illus. \$3.50.

Those concerned about the present state of world affairs will read with interest this novel treatment of the role of mediation in the settlement of international disputes. Mr. Jackson has been present at numerous meetings of the United Nations as a representative of the religious Society of Friends, and in this capacity has sought to find what the sub-title of his book calls, "A Way to Peace Through Mediation."

The author's thesis is that the methods and the machinery employed in settling labor disputes in the Western democracies can point the way to more successful media-

tion in the arena of international conflict. He prefaces his contribution to this subject with chapters by authorities on labor-management relations in the United States, Sweden and Great Britain. He also includes an appendix on the U.S.S.R., where labor disputes are officially defined as "The violation of laws concerning labor . . . by separate institutions and enterprises, or by separate workers and employees."

The study of labor mediation in the United States underlines the importance of properly timing the mediator's first intervention, and indicates the limited usefulness of cooling-off periods imposed on the disputants by the government. Successive steps in mediating a dispute are outlined

as: (1) Getting the parties together, (2) Building up confidence in the mediation procedure and in the mediator, (3) "Factual deflation" of over-inflated arguments, (4) Raising doubts in the minds of the parties about their initial positions, (5) Posing alternative solutions and expanding the area of agreement, and (6) Concluding the agreement.

After an instructive review of the mediation record of the U.N.O. in Kashmir, Indonesia, Greece and Palestine, Mr. Jackson attempts to draw parallels between these two types of mediation experience—the international (primarily political and military) and the domestic (primarily economic).

He points out that in both of these areas the disputing parties are usually unwilling to have their differences settled by the say-so of a third party. Rather than enforced arbitration—either by a national or an international authority—protagonists prefer to use mediation as a means of reaching a settlement to which they can *voluntarily* agree and adhere. In both areas, the presence of experienced mediators and of time-tested mediation machinery is of great importance.

The author does not appear distressed by the hard fact that nations enjoy greater independence from one another than do management and labor, can more often afford to thumb their noses at would-be mediators. Instead, he presents us with a wealth of material—both theoretical and historical—to show just how mediation can work, and has worked, in successfully settling both labor and international disputes.

Stephen N. Hay

HOW TO LIVE AND WORK SUCCESSFULLY WITH PEOPLE IN BUSINESS. By Harry Walker Hepner. Prentice-Hall, Inc. New York, 1952. 272 pages. \$3.95.

This is an excellent self-help book that could be of great value to a youngster just starting in personnel work and intent on making the most of himself. The older personnel man, who has read other books of the kind and who has seen the working out of psychological principles in plant and office, might be disappointed not to find anything startlingly new in this one.

Like all Gaul, it is divided into three parts: (1) understanding people, (2) managing yourself and, (3) employee supervision and higher-level management. Four chapters in part 2 will be worth the price of admission to many readers. They are headed "Developing Your Own Personality", "How to Increase Your Mental Efficiency", "How to Get Along With the Boss", and "How Can I Advance in My Present Job?"

The author is a working professor of psychology (Syracuse University) with considerable business experience. Formerly in charge of personnel research for the Goodyear Tire & Rubber Co., he now heads the national panel of consumer opinion for one of our biggest advertising agencies. Such past and present association with business unquestionably contributed to the relative simplicity and readability of his text. It may have had something to do, also, with his inclusion of a number of cartoon-type illustrations which, to our mind, distract and baffle rather than clarify.

Prof. Hepner's Social Knowledge, Personality Maturity, and Executive Reaction Pattern tests are presented in an appendix, with keys and score interpretations.

# Personnel Research

*An Interpersonal Relations Technique for Industry.* By Raymond H. VanZelst, Kroh-Wagner. *Personnel*, Vol. 29, No. 1, July 1952, 68-77.

The sociometric test described in this article is based on the technique introduced in 1937 by J. L. Moreno for studying the relationships that exist between persons within groups. The test can be used to study the acceptability to a work group of its individual members and investigating the structure of the group itself. By measuring the extent of acceptance or rejection between individuals in the group, it is possible to form more compatible work teams. The results "are valuable not only for increasing harmony among workers and supervisors in a given work unit, but also as an aid in supervisory selection, combatting of race or group prejudices, study of accident-proneness, and in individual therapy."

The method is relatively simple. The questions will vary to meet a particular situation. For example, each worker may be asked to list the two members of his own group with whom he would most like to work when work partners are reassigned for the next job. Or, he may be asked to name the member of his group who would make the best foreman. An analysis of results from such questions will reveal the structure of the group. A sociogram, such as that reproduced in the article, may be drawn up to present these results graphically.

To test the value of this method, VanZelst carried out an experiment with two groups of carpenters and bricklayers, matched on the following factors: previous work performance, reported job satisfaction, and turnover. One of the comparable groups was rearranged according to the collected co-worker choices. The groups

continued their regular work for a period of three months, at the end of which statistical comparisons between the groups were made on four criteria—job satisfaction, personnel turnover in group, labor cost, and materials cost of production. The sociometric or rearranged group was significantly higher in reported satisfaction with the job, and lost but one worker during the experimental period. The matched control group lost eleven. Both labor cost and materials cost were unmistakably lower in the restructured group, and figures are presented to show this graphically. After the experiment the control group was also rearranged, and it was estimated that the application of the "buddy work team" principle led to savings of 5% in total production costs.

The author realizes that it is not always possible to shift workers around in accordance with their preferences as to associates, because of the many other factors to be considered in each situation. He also cautions that for success it is essential that management have a democratic approach to its workers, recognize the importance of group relations, and manifest an interest in worker preferences.

*Multiple Role Playing: A Technique for Training Large Groups of Supervisors and its Potential Use in Social Research.* By Norman R. F. Maier and Lester F. Zerfoss. *Human Relations*, Vol. V, No. 2, 1952, 177-186.

Discussion meetings and role-playing procedures are two of the best participation training methods. In training large groups, however, it has usually been necessary to limit procedures to lectures, visual aids, movies, and demonstrations, which are less effective. This article describes a method which permits role-playing to be carried out in such a manner that all members of a

large audience can participate. It permits the training of supervisors in leading discussions, and at the same time gives them an experience of the way things appear to employees.

The first step is to divide the audience into groups of six. Instruction sheets are then handed out to each group. In the case described the man who received the sheets became Walt, the foreman of a crew of repairmen. The other five members of the group were designated as specific repairmen who reported to Walt. A new truck has been given to Walt to give to one of the repairmen in exchange for an old one. Each repairman receives a sheet which tells him how long he has been with the company, the age and type of truck he is now driving, and the reasons that he thinks he should be the one to receive the new truck. The situation is evidently loaded with dynamite, and whatever the foreman decides is apt to develop hard feelings. The members are asked to study their roles until they have a feeling for them and not to show them to each other. The foreman then presents the problem and each group tries to reach a solution.

In one audience where this case was tested, 17 groups were formed, and in 14 of these, all persons were satisfied with the solution they had reached. Only 5 individuals were dissatisfied with the solutions reached in their groups. In almost every case, Hank's truck (the poorest one) was discarded. In most instances there was a general exchange of trucks. It was found that if the leader was permissive, the idea of exchanging trucks develops. The comments and evaluations of the results obtained are very helpful.

Multiple role playing can also be used to try out various kinds of leadership methods. Leaders of half of the groups may receive instructions which differ from those supplied to the other half. For example, half of the foremen may be told to suggest possible solutions to their groups, while

the other half are instructed to be careful not to suggest solutions.

The method seems to have infinite possibilities. However, it will require a high degree of insight and imagination to develop situations and roles which will be effective in the training of different kinds of supervisors.

*Empathy Test Scores of Union Leaders.* By Raymond H. Van Zelst, Illinois Institute of Technology. *Journal of Applied Psychology*, Vol. 36, No. 5, October, 1952, 293-295.

Empathy has been defined as the "ability to put oneself in the other person's position, establish rapport, and anticipate his reactions, feelings, and behavior." This is a concept that has long been discussed by psychologists, but it was not until 1951 that a standardized and validated objective test of empathic ability was available. The test is designed to measure the ability to "feel into" the average person's situation and so react. According to the authors of the test, Kerr and Spieroff, "Individuals who are superior in empathic ability are persons who are above average in understanding and anticipating the reactions of other people." The test has three parts, is completely objective, and requires 15 minutes for administration.

The subjects used in this validation of the *Empathy Test* were 64 business agents of five AF of L building trades unions in the Chicago area. Pearsonian correlation coefficients were computed between *Empathy Test* score and six objective criteria of leadership ability.

"The business representatives' score on the *Empathy Test* correlated  
 .67 with leadership rank,  
 .38 with percentage of vote received in local union election.  
 .55 with *How Supervise?* score,  
 .60 with recruitment and organization of new members,  
 .64 with the ability to settle grievances and disputes, and

.44 with enforcement of rules and regulations."

The multiple R was .76, and all of the coefficients were found to be statistically significant at the 1 per cent level of confidence.

These results seem to suggest that the *Empathy Test* may be useful in the prediction and selection of potential union leaders, but further cross validation is needed.

*Predictive Value of The Empathy Test in Automobile Salesmanship.* By Francis P. Tobolski and Willard A. Kerr, Illinois Institute of Technology. *Journal of Applied Psychology*, Vol. 36, No. 5, October, 1952, 310-311.

The subjects of this study were 32 salesmen in two of Chicago's largest automobile agencies. Eleven of the men sold new cars and 21 sold used cars. Criteria for job success were sales records and sales managers' rank order ratings. These men were given Kerr and Speroff's *Empathy Test* and their scores were correlated with the two criteria with the following results:

1. *Empathy Test* scores were significant predictors of sales records ( $r = .44$ )

2. *Empathy Test* scores were significant predictors of the job success of salesmen as ranked by their sales managers ( $r = .71$ ).

When the results were analyzed separately for new-car and used-car salesmen, it was found that the test was much less efficient in predicting success among used-car salesmen. The authors suggest an in-

teresting explanation for this based upon the reaction of the potential buyers to the kind of television advertising which was used by the automobile agencies.

*Relation between HOW SUPERVISE?, Intelligence and Education for a Group of Supervisory Candidates in Industry.* Frederick R. Wickert, Michigan State College. *Journal of Applied Psychology*, Vol. 36, No. 5, October, 1952, 301-303

*How Supervise?* is used rather widely to measure the attitudes and skills required for supervisory success in spite of its apparent deficiencies as a measuring device for this purpose. An obvious difficulty, of course, is that the scores may be measuring facility with words rather than supervisory abilities.

This article summarizes past data and presents further data on the interrelationships between *How Supervise?*, verbal intelligence, and amount of education. The subjects for this study were almost 100 candidates for shop supervisory positions in a metal products company. It was found that these three variables were more highly correlated than early studies had reported, particularly in less well educated groups. The author's general conclusion is that *How Supervise?*, for those persons who did not graduate from high school, measures intelligence or readability rather than knowledge of the principles of supervision.



# Across the Editor's Desk

## With the Local Personnel Associations

MONTREAL PERSONNEL ASSOCIATION met September 29th. Professor H. D. Woods, Director Industrial Relations Centre, McGill University, spoke on "Relationship of the University and Business." Along with the notice of this meeting was a copy of the Association's constitution. Objectives of the Association, it says, include the exchange of information derived from the Dominion Bureau of Statistics; studies of industrial relations policies and practices in Canadian enterprises; labor law, collective labor agreements, social insurance law; files of studies and reports, conventions, and recommendations of the International Labor Organization. The Association is also interested in establishing training and retraining facilities; in placing personnel men in suitable work; and in providing law-making bodies engaged in formulating labor legislation with information from men who are studying and practicing labor relations continuously.

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE is in its ninth year. It has 216 members representing 131 firms. A new club service is the showing of Industrial Relations films prior to the monthly meetings. The films shown at the October meeting were *It's Up to You*—Associated Merchandising Corporation, and *The Supervisor as a Leader*—Training Within Industry. Professor Erwin H. Schell was the speaker at the October meeting. He is head of a course in Business and Engineering Administration, Massachusetts Institute of Technology. His subject was, *Our Amazing Industrial Oversight*.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES announces plans for their fall meetings in

the September issue of their news letter, *Pirascope*. Wade E. Shurtleff, a frequent contributor to the *Personnel Journal*, was the speaker at the October meeting. Mr. Shurtleff is Industrial Relations Director of Standard Products Company, Cleveland. He spoke on *The Profit Dollar That Springs From Good Personnel Administration*.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO offers in addition to its regular monthly meetings, a series of Conference Group Meetings. There are five groups, and each group meets four times a year. The Conference Group subjects are, *Timely Special Subjects; Selection and Placement; Training; Labor-Management Relations; and Idea Exchange*. Miss Elizabeth Hatch, Personnel Director, Carson, Pirie, Scott and Co., and Frank Cassell, Assistant to the Manager of Industrial Relations, Inland Steel Company, are general chairmen for the Conference Group Meetings. At the October meeting the Association heard James F. Lincoln, President, Lincoln Electric Company, Cleveland, speak on *Incentive Management*.

PITTSBURGH PERSONNEL ASSOCIATION puts out an informative news letter. The September letter announces a series of luncheon meetings sponsored by the Personnel Research Section. The section is also planning to sponsor a seminar later in the year. A page of ideas on movies useful to personnel people is titled *Film Clinic*. The Association met on October 9th to hear Dr. Andrew Ivy, Executive Vice President, University of Illinois Medical School, talk on *Problems of the Aging*.

CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION tops the masthead of its *Personnel News Bulletin* with "18th year." The



bulletin is conveniently punched for filing in a notebook. The October meeting of the group was slightly super-colossal with Cecil B. deMille presiding at a \$10 dinner where Fred A. Hartley, Jr. co-author of the T-H Law, spoke on *What's Ahead in Labor-Management Relations*. Or is this just the way they do things in California? All Southern California employers were invited. The last page of the bulletin is titled *What Personnel Men Are Reading. Economics of American Manufacturing*, by Edward L. Allen, is reviewed. In a list of recent magazine articles of special merit are two articles from the July-August issue of *Personnel Journal*.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO, CALIFORNIA, invited members to a Problem Night in November. The idea of the problem night was to encourage members to participate in the meeting by bringing up interesting problems they're facing in their work and discussing them themselves. At the October meeting Jack O'Neill explained the effect of *Too Many Words* and suggested ways of saving writing and reading time.

CALIFORNIA TRAINING DIRECTORS' ASSOCIATION met on October 8th to hear Dr. Russell Moberly discuss *Executive Development*. Dr. Moberly, who is a professor of Commerce at the University of Wisconsin, is in charge of personnel management and labor relations courses, and director of the Industrial Management Institutes. The October *C.T.D.A. Bulletin* contained a report on the September meeting, *Industrial Training and Civil Defense; Supervisory Training—Part II of Summaries from Productivity Reports of the Anglo-American Council on Productivity; Development of Responsive Attitudes*, an article by Don Roberts; and *Mighty Labors*, a film review.

KENTUCKY SOCIETY OF TRAINING DIRECTORS publishes a useful roster and pro-

gram. The officers for 1952-53 are Cloyd S. Steinmetz, Reynolds Metal Co., President; M. A. Hiller, International Harvester Co., Vice President; J. Manczyk, Joseph E. Seagram and Sons, secretary. Mr. Manczyk was kind enough to send us the folder. At the October meeting Mr. Steinmetz spoke on *The Use of Role Playing in Training*.

PERSONNEL MANAGER'S ASSOCIATION OF ITHACA, N. Y., met on September 26, to hear Professor Paul Gordon discuss his recent research in *Hospital Personnel Administration*. Officers elected for the year 1952-53 were Charles Dolan, chairman, Harold Palmer, vice chairman, and Mort Curchin, secretary.

APPLETON PERSONNEL ASSOCIATION, OF APPLETON, WISCONSIN, toured the Valley Iron Works as guests of George Mueller in October. Mr. Nels Bell, General Training Manager of the Hardware Mutual Insurance Company, spoke on *Developing Skill in Interviewing*. Carl Payne arranged the program. The Association's *News Bulletin* for October calls attention to a personnel relations training class at the Appleton Vocational School, and to an industrial noise control clinic sponsored by the Wisconsin Council of Safety.

WOMEN'S PERSONNEL GROUP OF PHILADELPHIA announces the following officers for 1952-53: Florence A. Hoadley, President; Kay Brownlee, Vice President; Louise Schneider, Secretary. Plans for the new season include book reviews every other month, a tour of city government, distribution of an up-to-date membership list, as well as interesting programs. Mr. J. J. Skorup, manager of the principal Philadelphia office of the Federal Security Agency, discussed women's coverage under social security at the October meeting.

TRAINING DIRECTORS SOCIETY OF PHILA-

DELPHIA started the fall season with a September dinner meeting. Professor Myles L. Mace spoke on *Management Development—the Coaching Aspects*. Dr. Mace is professor of Business Administration at Harvard. He has recently been studying some new aspects of coaching in connection with executive development, which gets special emphasis at Harvard Graduate School of Business.

AMERICAN SOCIETY OF TRAINING DIRECTORS held a Directors meeting in Chicago in October. Included on the agenda were progress reports by the President and Vice

Presidents, and committee reports. A statement of policy concerning federal government agencies and activities was made by F. S. Laffer.

CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA puts out a monthly news letter, *Personnel News*. The sheet is devoted to current developments in public personnel administration. Items in the September letter include, *Japan Streamlines Personnel Machinery*, *Commission Suggests Placing Overseas Air Forces Employees under Civil Service*, and *Employment of Ex-Prisoners*.

### Attending the Conferences

A PERSONNEL CONFERENCE WAS HELD BY THE AMERICAN MANAGEMENT ASSOCIATION, September 29–October 1, at the Hotel Astor in New York. The opening session was advised not to underestimate the political influence of leaders of organized labor, by Joseph A. Loftus, Washington correspondent of *The New York Times*.

Herman Daigneault, president of Local 3536 of the United Steelworkers of America—CIO, gave the Scanlon plan credit for the LaPointe Machine Tool Company's record of no strikes and only four formal grievances in four years.

Day-by-day, word-of-mouth contacts through normal lines of supervision are of greater significance in employee communications than more formal channels, R. K. Honaman, director of publications, Bell Telephone Laboratories, told the conference.

Dupont's master control board for development of engineering personnel makes it possible to develop individuals in an organized fashion. It also helps to spotlight talents that could be better used elsewhere, and to consider all possible candidates for promotion before openings

actually occur, G. J. Risser, Engineering Service Division, Engineering Department, E. I. du Pont de Nemours and Company, Inc., reported.

General Electric's plan for selecting supervisors, built around a relatively simple but organized treatment of the over-all problem, saves the manager's time. It also provides broader, more objective evaluation of candidates, lays the foundation for sounder supervisory appointments, and does much to improve morale, according to Joseph M. Bertotti, Manager, Personnel Practices Department, Employee and Plant Community Relations Division, General Electric.

Frank H. Neely, chairman of the Board of Rich's, Inc., and the Federal Reserve Bank of Atlanta, received the Gantt Medal for "distinguished achievement in industrial management as a service to the community." That was at an award luncheon sponsored jointly by AMA and the American Society of Mechanical Engineers. L. C. Morrow, Consulting Editor, Factory Management and Maintenance, and chairman of this year's board of award, made the presentation.

THE ANNUAL FALL CONFERENCE OF THE SOCIETY FOR ADVANCEMENT OF MANAGEMENT was held October 30-31 at Hotel Statler, New York City. *Better Management* was the theme of the conference. H. H. Fowler of the Office of Defense Mobilization and Cyrus Ching were featured speakers. Presidents on the program included W. Paul Jones, (Servel), David A. Wallace (Chrysler Sales), and Donald P. Hess (American Bosch). Vice Presidents who shared the limelight were Mark W. Cresap, Jr., (Westinghouse), Al N. Seares (Remington Rand), and Earl M. Richards (Republic Steel). Top-flight specialists were represented by Dwayne Orton (I.B.M.), E. W. Jochim (Personal Products Division of Johnson and Johnson), Ralph D. Paine (Fortune), Stanley F. Teele (Harvard), and Peter F. Drucker (Professor of Management, New York University; Consulting Editor, Research Institute of America).

THE SIXTH ANNUAL CONFERENCE OF TRAINING DIRECTORS was held October 9-10 at the New York State School of Industrial and Labor Relations at Cornell University. Theme of the conference was *Industrial Training in American Values*. Conference sessions discussed the stake industry has in such training, the values which most concern industry, and past experience in this training area, together with ways to make the training more effective.

The conference was arranged with symposiums where two speakers presented the subject, followed by small, round-table discussions, and winding up with an open forum on the same subject. Speakers included Elliott Peterson, Vice President of Manufacturing, Bigelow Sanford Carpet Co., N. Y.; William Foote Whyte, Professor, New York State School of Industrial and Labor Relations; Hugo Petersen, Staff Manager, Industrial Relations and Assistant to Vice President, Bendix Aviation Corp., South Bend, Indiana; John M. Amiss, Director of Industrial Education (Retired)

Chrysler Corporation, Detroit; and Jerome Barnum, Director, Jerome Barnum Associates, Harrison, N. Y.

A CONFERENCE ON ARBITRATION IN LABOR-MANAGEMENT RELATIONS was held October 16 at Rutgers University, New Jersey. The conference was sponsored by the New Jersey State Board of Mediation, New Jersey Bar Association, and the American Arbitration Association. It was one of several initiated by the American Arbitration Association in an effort to promote voluntary arbitration of labor-management disputes. Similar conferences were held at Wayne University October 22; at the University of California at Berkeley on the 12th and 13th of November; and at the University of California at Los Angeles on November 14-15. Mr. H. J. La Belle was kind enough to send us this information. Among the speakers at the Rutgers conference were David L. Cole, Labor Arbitrator; Hon. Alfred C. Clapp, Dean, School of Law, Rutgers University; and James Fagan of Gilhooly, Yauch and Fagan.

THE FIRST REGIONAL WORKSHOP OF THE HOUSE MAGAZINE INSTITUTE of New York City was held at the Roosevelt Hotel November 7. The workshop was of, by, and for industrial editors and industrial communications personnel. It featured small, segregated groups discussing mutual problems under qualified moderators. Topics considered were: *Gathering the News; Promoting Your Publication; Office and Staff Organization and Economics of Publishing; Readability; Photography and Layout; Interpreting Company Policies and Activities.*

THE FIFTH ANNUAL SOUTHERN CALIFORNIA MANAGEMENT CONFERENCE was held October 17-18 at the La Jolla Beach and Tennis Club. The conference was co-sponsored by the Personnel Management Association of San Diego and San Diego State College. The keynote address was given by

Ernest L. Loen of Loen, Drayton and Associates, who spoke on *The Most Important Ingredient in Your Personnel Program*.

A ONE-DAY WORKSHOP ON EMPLOYEE RECREATION was highlighted by a brief but comprehensive luncheon talk by I. K. Kessler, Vice President of the John B. Stetson Company, Philadelphia. The Chamber of Commerce of Philadelphia sponsored the workshop for the Employee Recreation Association, which is affiliated with the National Industrial Recreation Association.

Discussion leader was Joseph T. D'Agostino, Director of Recreation, Heintz Manufacturing Co., Philadelphia. He had as resource people on his panel William T. Prichard, Employee Relations Staff, General Motors Corporation, Detroit (President, National Industrial Recreation Assn.); J. O. Scurlock, Personnel Supervisor, Bell Telephone Co. of Penna., Philadelphia and Wilmington; Ralph M. Isaksen, Personnel Director, J. P. Seeburg Corp. Chicago; Samuel W. Rubenstein, Director Employee Activities, Philadelphia Electric Company, Philadelphia; Kenneth Klingler, Director of Recreation, Distillation Products Industries, Rochester; and James H. Muckley, Personnel Assistant, Smith, Kline & French Laboratories, Phila.

There were no set speeches. Each panel member was given an opportunity to

tell from his own experience of various types of recreation programs which had been successful in his company. There were many questions from the floor and people in the audience gave constructive ideas. In general, there was excellent participation in the discussion.

John W. Fulton is the Secretary of the National Industrial Recreation Association with headquarters at 203 N. Wabash Avenue, Chicago. The Association is sponsored by a number of the largest companies in the United States. Member companies receive newsletters twice a month in addition to suggestions for improving their recreation program.

A caution was given at the conference that companies should avoid paternalism even when employees are getting the kind of recreation they want. Just enough help to get an association started, with plenty of opportunity for volunteer leaders to come forth, seems to work out best.

Recreation includes all sports from darts and shuffleboard to fully equipped baseball, basketball and other teams. In addition, there are such cultural opportunities as crafts, chorus work, dramatics, and public speaking classes. In most companies, at this time, an effort is made to provide opportunities for families of employees to take part in the program.

## Looking Over the Employee Magazines

LAND TITLE BANK AND TRUST COMPANY publishes a bright magazine called *Landmark*, for employees. The September issue tells how ceramics are made. The article is illustrated with photographs of each stage of the process. Between the text and pictures there is almost enough information to enable the reader to set up shop for himself. This is one in a series of stories of Land Title customers who have made a success of an idea in free competition with others.

The process of job evaluation is made clear in an article called "How Do I Get a Raise in Salary?" The article consists of questions and answers, with the questions printed in red. Photographs illustrate the text.

An unusual feature is called *Folks at Ease*. This section pictures retired employees and describes their activities. The Editorial Board of *Landmark* is composed of George C. Bennett, Mary Wantner, Thelma Turner, Mercer Simmington, Jr.

THE UNITED FRUIT COMPANY has a large magazine, well illustrated with photographs, which it calls *U. F. Report*. The text is printed in both English and Spanish. The magazine reports on activities of the company in agriculture, Interamerican trade and public service, and on other developments of mutual interest to the people of the Americas. The Editor is Tim Horan. Address, *U. F. Report Magazine*, Pier 3, North River, New York 6, N. Y.

STEWART-WARNER CORPORATION, INDIANAPOLIS, puts out a four page newspaper, *South Wind Reporter*. It is published every other Friday by and for the men and women of the South Wind Division of the Corporation. An article in the September 26th issue on *Employee Relations* lists concrete evidence that "South Wind is a good place to work." An unusual feature of the paper is a classified column, which must prove useful to readers. Mary Lou Bair is the editor.

FACTORY MANAGEMENT AND MAINTENANCE for September contains *Tips to Good Human Relations* for factory executives, by M. J. Murphy, Industrial Relations Editor. The suggestions are pointed up with telling cartoons, and effectively blocked off in separate paragraphs with headings in large black print. The October number describes a *Successful Recreation Program*, at Northrop Aircraft. The secret, according to the article, lies in knowing when to help, and when to keep hands off.

THE NATIONAL OFFICE MANAGEMENT ASSOCIATION has an attractive magazine, *Office Executive*. The September number features the beginning of a special series of articles dealing with vital factors involved in the manufacture of business records. Richard R. Conarroce is the editor. The

address is 132 West Cheltenham Avenue, Philadelphia 44, Pa. An annual subscription is \$5. Per copy, the magazine is 50¢.

THE HOUSE MAGAZINE INSTITUTE's monthly newsletter, *h m eye*, reports in its October issue on the September meeting of the Institute. The topic for that meeting was *A Look at House Magazines*. Guest speaker Thomas W. Jones, *Printer's Ink*, brought with him Harold E. Green, mid-west *Printer's Ink* Editor. Mr. Jones is a house magazine specialist and editor of the P. I. story on the ICIE survey of house organs which appeared in the August 22 issue. The two men tossed results of the survey back and forth between them (according to the *h m eye* account) and dug into breakdowns of the survey not published in their magazine in order to answer questions from the audience.

Highlights of the ICIE survey for 1952, compared with that of 1948, were the trend toward more publications, more serious-minded editorial matter, more education for editors, more professional publications. Of the more than 6500 publications having a circulation of more than 90 million, one-third are new since 1945.

Lovia Trent is editor-in-chief of HMI's first handbook for editors in the Eastern area. The handbook will list members of HMI, editors of publications, their printers, engravers, artists, layout specialists, as well as sources of proven material for use in house magazines and various suppliers of publication aids.

At the October meeting HMI members heard Hank Bachrach, Editor, Schenectady Works News, talk on *Reaching Your Readers for News They Want*. Mr. Bachrach edits the largest GE employee publication, a weekly reaching 40,000 workers. The House Magazine Institute scheduled a workshop for November 7.

## What's New in Publications

AN EMPLOYEE'S SUGGESTION PLAN is brought vividly to life in a booklet put out by State Farm Insurance Companies, Bloomington, Illinois. Printed on coated paper, with bold use of blue and black and many lively drawings, the pamphlet effectively describes the use of the suggestion plan. *Susie Suggestion Presents the Employees' Suggestion Plan* is a well organized manual which explains who is eligible for awards, what a valid suggestion is, how to submit suggestions, how suggestions are processed, and the purpose of the plan. Ethel Noonan, manager of the research division Personnel Department, was good enough to send us a copy. *You and Your Credit Union* is a straightforward, descriptive pamphlet put out by the same company.

PRIVATE ENTERPRISE GETS A BOOST from a recent publication of the Chamber of Commerce of the United States. *Re-Privatizing Public Enterprise* considers the problem of returning socialized activities to private ownership. The 38-page booklet contains step-by-step descriptions of the transition from public to private ownership. It discusses the valuation of business enterprises, facilitating and retarding factors, the cost of experimentation, and gives some interesting case histories. Emerson P. Schmidt, Director of Economic Research, sent us a copy. The pamphlet is available from the Chamber of Commerce of the United States, Washington, D. C., at 50¢.

FILMS AND RECORDINGS ARE LISTED in *A Guide to Audio-Visual Materials in Industrial and Labor Relations*, by J. J. Jehring. The guide is a publication of the New York State School of Industrial and Labor Relations, Cornell University. Materials are classified under the following headings: economics; education and training; human relations; industrial history and processes; industrial safety; labor history and organ-

ization; politics and social welfare; steward training; and supervisory training. Single copies are sent free to residents of New York State. The price is 25¢ for others, and may be ordered from New York State School of Industrial and Labor Relations, Cornell University, Ithaca, New York.

EMPLOYEE PERSONNEL PRACTICES of eighty-one colleges and universities are described in the report of a survey made by the College and University Personnel Association. Dr. Fred C. Ford, Vice President of the Association, was responsible for the study, and the data were tabulated by Earle Phillips Jr. of Penn State College. The report covers wage and salary administration, recruitment, testing and placement, training and promotions, benefits and conditions of employment, and salary and wage rates. The price is \$2.50 per copy. Orders should be sent to the College and University Personnel Association, 809 South Wright St., Champaign, Ill.

COUNSELING GETS A GOING OVER in a survey made by the Personnel Women of Greater St. Louis. The survey was one of the special projects in connection with the Tenth Anniversary of the group. Gladys D. Meyer, White-Rodgers Electric Company, was chairman of the responsible committee. The mimeographed booklet is divided into two parts. Part I is an analysis of counseling, and deals with company policies, types of counseling, mechanics of counseling, and counselors' evaluation of counseling. Part II discusses the requirements for counselors, including training, experience, personality traits, duties, responsibility, and a code of ethics.

A PSYCHOMETRIC LABORATORY has been established at the University of North Carolina in Chapel Hill, according to a recent announcement. Louis Leon Thur-

stone is the director. The laboratory will work with the Institute of Statistics, the Institute for Research in Social Sciences, and the School of Education of the University. Some of the first research projects to be initiated or continued in the new laboratory are concerned with experimental tests of personality factors; multiple-factor analysis of primary mental abilities; studies of mechanical aptitude with industrial applications; consumer preference; market research, and the prediction of choice; new developments in psycho-physical theory; and attitude measurement.

A COOPERATIVE TRAINING PROGRAM, sponsored by the School of Business and Civic Administration of the City College, New York, is announced in a new booklet. The 1952-53 edition of this illustrated booklet describes in detail the operation of the *Cooperative Business Management Training Program*. Leading seniors trained in either Production Management, Personnel and Industrial Relations, or Management of Small Business, provide valuable part-time assistance to cooperating employers. Copies of the booklet may be obtained by writing Professor Huxley Madeheim, Supervisor, Cooperative Business Management Training Program, The City College, 17 Lexington Avenue, New York 10.

LABOR DAY SHOULD BE A CHURCH DAY for everyone, according to *Labor Management Panel*. *Panel* is a four-page bulletin issued monthly by the Labor-Management School of the University of San Francisco. The September issue gives several themes for Labor Day, and points out that since the first Labor Day more and more groups of people, including many professional and white-collar workers, are counted as labor. The same issue also gives an account of the Butchers' Institute sponsored by the school and the Western Federation of Butchers of California. Subscription rate is \$1 per year. Communications should be ad-

ressed to Labor-Management School, University of San Francisco, San Francisco 17.

HUMAN ORGANIZATION is the title of a quarterly published by the Society for Applied Anthropology. The Society also issues a *Clearinghouse Bulletin* of research in human organization, four times a year. Both publications are quite technical. Eliot D. Chapple is the editor of *Human Organization*. The address is The Society of Applied Anthropology, 61 W. 55th St. New York 19, N. Y.

PRACTICAL RESEARCH FOR THE BENEFIT OF BUSINESS, LABOR AND GOVERNMENT, as carried on by the Industrial Relations Center of the University of Chicago, is described in an article in the May-June issue of the *Journal of Industrial Training*. *Effective Supervisory Training*, by Fred M. Crandall, Director of Training, Owens-Corning Fiberglas Corporation, Newark, Ohio, cites a case history showing how the center was able to help Owens-Corning. Company conference leaders were trained by the Center, and discussion guides were developed. With the aid of Center staff an evaluation was made.

Another article of interest is *Convair's Plan for Executive Development*. A plan to appraise, counsel and train executives for more important positions in its general office and manufacturing divisions has been initiated by Consolidated Vultee Aircraft Corporation. A. P. Fontaine, vice president and general manager, announced in June. After an inventory of executive personnel is made, an analysis of current executive positions will be compared with it. Finally, the personnel will be identified, in general, with the target positions at which they are aiming. *The Journal* is published bi-monthly by the American Society of Training Directors. Subscription is \$3 per year. The editor is Joseph H. Jackson, 160 East 48th St. New York 17.



## SITUATIONS WANTED

**INDUSTRIAL RELATIONS SUPERVISOR:** Available after October 1, 1952, industrial relations supervisor seeking new connection. Mature man, good educational background, broad administrative experience in personnel and labor relations work including eight years in national periodical publishing field; two years Safety Director aircraft parts manufacturing plant; two years Personnel Manager U. S. Navy Equipment Repair Depot; past 7 years personnel supervisor large middle east oil company employing more than 10,000 employees all races, twenty nationalities. Diversified experience embraces contract negotiations, wage administration, job evaluation, recruitment, placement, counseling, benefits and other phases employee relations work. Reply Box 167.

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**INDUSTRIAL RELATIONS:** 4 years diversified experience. Presently employed as assistant labor relations director in plant of 5000. Responsible for contract negotiations and administration, grievance procedure, and foreman training. Previous experience includes personnel selection and placement. Cornell graduate. Age 28. Married veteran. Reply Box 186.

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**LABOR RELATIONS:** 2 years industrial experience in negotiations, arbitrations, contract writing, NLRB, Wage and Hour, Wage and Salary Administration and Stabilization. Attorney. LL.M. in Labor Law. Age 29. Prefer New York City industrial area. Reply Box 191.

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**PERSONNEL MANAGEMENT OR LABOR RELATIONS:** Broad administrative background in personnel programs. Diversified experience includes recruitment, placement, training, job evaluation, grievance procedure, union negotiation. Age 36, Married. A.M. Michigan. Employed. Seeks position where energies and abilities can be utilized fully. Reply Box 194.

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**EXECUTIVE DEVELOPMENT:** 12 years broad personnel management experience; 2 years executive development, national organization, 20,000 employees; 2 years college teaching; also qualified as executive assistant; MA personnel administration, Phi Beta Kappa; age 37, married, 3 children. Reply Box 195.

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**PERSONNEL:** Three years experience in employee and public relations with medium size company having sound personnel policies. Employed as Personnel Director for this firm having 800 employees for past 2 years. Graduate University of Arkansas in Personnel Administration, 2½ years Naval experience. Age 27, married with 2 children. Will relocate. Reply Box 196.

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**LABOR RELATIONS EXECUTIVE:** Ten years of broad experience in Labor Relations with large corporation; familiar with other branches of personnel work. Presently employed. Lawyer with A.B. and law degrees. Desire position with smaller progressive company. Reply Box 197.

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**INDUSTRIAL RELATIONS SUPERVISOR:** Canadian. 3 years experience embracing contract negotiation, employment and placement, grievance processing, wage administration, personnel training programs. University graduate. Age 29. West preferred. Available February. Resume on request. Reply Box 199.

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## HELP WANTED

**INDUSTRIAL RELATIONS:** Large, growing Midwest industry wants top man, experienced this field. St. Louis area. Salary open. Our men know of this opening. Reply Box 198.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 37 characters per line. 10% discount for two insertions, 10% off for three insertions or more.



# PERSONNEL Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

Volume 31

Number 8

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EILEEN AHERN, *Contributing Editor*

DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

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# Conference Calendar

## JANUARY

- 12-15 Los Angeles, Calif. Hotel Statler.  
*American Management Association*. General Management Conference. Mr. James O. Rice, Administrative Vice President & Secretary, 330 West 42nd Street, New York, N.Y.
- 14 Cleveland, Ohio, Hotel Carter  
*Chamber of Commerce of United States*. Co-sponsors: *The Cleveland Chamber of Commerce, Northern Ohio Personnel & Executive Conference, Employer-Employee Relations Council of Chambers of Commerce*. National Industrial Relations Conference. Wm. G. Donaldson, 400 Union Commerce Bldg., Cleveland 14, Ohio
- 15-16 New York. Hotel Astor  
*National Industrial Conference Board, Inc.* General Session. 247 Park Avenue, New York, N.Y.

## FEBRUARY

- 4-5 Minneapolis, University of Minnesota.  
*Industrial Relations Center*. Fifth Annual Labor Conference Center for Continuation Study, U. of Minn., Minneapolis 14, Minn.
- 16-18 Chicago. Palmer House  
*American Management Association*. Personnel Conference. Mr. John Binns, Personnel Division Manager, AMA, 330 W. 42nd Street, N.Y.

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# Editor to Reader:-

THERE IS ALWAYS ROOM FOR NEW IDEAS. This is particularly true in the field of training. Much of the work in training now going on in industry and business is sound enough but lacks full effectiveness because it is "served up" to the participants rather than "grabbed" by them. People who can be helped to feel the need for better ways of working or of supervising will profit more from the training offered them. In our next issue will be the second of a series of articles on "New Ideas in Training". The first appeared in October under the title "Forced Leadership Training". Others will appear from month to month and all will be reprinted in a single volume, priced at \$1.25. The author, Eugene E. Jennings, has worked out his ideas in actual training courses in industry, mostly in foreman groups. He also teaches in the Department of Industry, The Wharton School, University of Pennsylvania.

MOTHER-SECRETARY IS THE NEWEST RECRUIT in the business world. It is the latest solution of the current shortage of secretaries, stenographers and typists. *Collier's* for November 8th carried a story "Home On the Typewriter", by Lewellyn Miller. He describes a plan developed in Indianapolis by Robert E. Trattner. Nothing could be simpler than Trattner's idea. On the home end of the deal are numerous mothers who were once in the business world. They transcribe letters and memoranda from machine-dictated material. On the other end of the line is Mr. Business Man who sits in his office and dictates into one of the many types of dictating machines.

Trattner has organized both ends of the line. The business man pays a stated fee and the secretary is paid according to what she does. In between, Trattner has organized a messenger service which conveys the

dictation from Mr. Business Man to Mrs. Secretary and returns with the finished product. For the business man there is no such thing as rushing to finish before time for a secretary to go home, nor waiting for her in the office in the morning before she arrives. For the Secretary there are no tiresome trips to town, no expensive meals and—best of all—no baby sitters.

WHITING WILLIAMS, well known for his reports on what labor is thinking about, after working at machines himself, is worried about attempts to measure accurately the soundness of a personnel program. He refers to the "Triple Audit" of employer-employee relations, so named by the Industrial Relations Staff at the University of Minnesota, under the leadership of Professor Dale Yoder. He is particularly disturbed by a statement such as the following, quoted from a University of Minnesota report describing the triple audit, which says "one of the most dependable findings in this pilot study is . . . the need for more measurement and better measuring devices."

Whiting Williams writes, "I have no reason to decry the use of the newer methods of evaluation . . . the trouble is that these *appear* to make it unnecessary to give proper attention to those more difficult qualities of character and spirit required in every relationship between humans. There is no reason why a husband should not fulfill all the spiritual obligations of a Christian gentleman and *also* give his wife a mink coat at Christmas. Trouble arises only when he gets to figuring that the coat is an alibi worth its price! At any rate, I keep constantly running into situations where every conceivable packaged program and formal procedure is enforced but where, nevertheless, morale is low. In most such

cases the reasons, though in the realm of the intangibles, are surprisingly plain."

Whiting William's point is a good one: there are many things of the spirit in employer-employee relations—as in all other departments of life—that defy precise measurement. On the other hand, I think he is being a little hard on the triple audit. Professor Yoder is advocating measurement where measurement is possible and this, I am sure, Whiting Williams did not mean to dispute.

Too many personnel and industrial relations programs go on from year to year without an audit of any kind. Nearly all of them could stand a good audit, which should include all the measurements that can be made and, in addition, a good look at the spiritual and other intangibles of the program.

---

BE KIND TO BEGINNERS was the title of an article in *Personnel Journal* for October. It brought an unusual number of comments and "requests to reprint". Mrs. Blanche S. Eckles, who is Assistant Personnel Director of the Westminster Press writes:

"The response to my recent article "Be Kind to Beginners" which appeared in the current issue of the *Journal* has been very gratifying. My only disappointment is that I am not able to supply the requests that are still coming in to me. I now have requests for copies totaling 450—mostly from my friends and associates in various companies and organizations.

Certainly I have been astonished at such a response, but intensely gratified that so many personnel folks have manifested such interest in the subject of training their beginning office workers."

---

THE CIO NEWS, weekly publication of the Congress of Industrial Organizations, is still at it—saying things that are true but the implied meaning of which is quite different from the essential situation. The

issue of November 10th—the first after the election—reveals a chastened and puzzled editorial staff. Election results are reported factually and with the best possible grace under the circumstances. But on page 8 is the usual economic "twister". The Editor criticizes Benjamin Fairless, President of U. S. Steel, for praising corporate profits and deploring the size of the tax bill, pointing out that virtually all of it is passed on to customers. The Editor takes Mr. Fairless to task by remarking that "His own Company was earning greater profits than ever before in its history despite higher taxes."

What the CIO News Editor forgot to mention was that in the inflation of recent years the cost of replacement of plants and of building new ones has more than doubled. Consequently, the need for profits has at least doubled. In other words, the mere increase in profits has no significance taken by itself. Corporations need greater profits to maintain plants, dividends and purchasing power—which they are not able to do—in just the same way that labor needs higher wages to offset the increased cost of living through inflation. The only difference is that labor has made more progress in its fight with inflation than capital has been able to do.

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ONE OF OUR SUBSCRIPTIONS goes to "Fiction Library, Federal Reserve Bank of Atlanta, Atlanta, Ga." It is somewhat startling that some people may regard *Personnel Journal* as fictional. I assure you, we do our best to keep it *factual* and to print as much practical material as we can get. We think it is a compliment to be included in such entertaining company as is to be found in fiction libraries.

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YOUR EDITOR AND ASSISTANT EDITOR have just returned from a refreshing business-pleasure trip to the Pacific coast. (Anyone looking at the masthead of *Personnel Journal* will see that the Assistant

Editor is a lady. Please be reassured; the Editor and the Assistant Editor are man and wife!) Our trip gave us countless opportunities to renew friendships with personnel and industrial relations people all up and down the coast.

We started at Los Angeles where we were able to take in the Southern California Training Conference but were a few days too late to catch the wonderful conference held at Palm Springs each year by The Merchants and Manufacturers Association of Los Angeles, under the organizing dynamo, "Mac" McKean. We even missed Mac himself. His friends said he had practically knocked himself out putting on "the best Conference ever—as usual". We had the opportunity of attending one of the monthly dinner conferences at the PIRA—Personnel and Industrial Relations Association of Los Angeles. When I went to that same conference last year I got the wrong address and wound up in a row of undertakers' halls. Upon reaching the conference hall I learned that PIRA members were by no means "dead ones".

This year's was another great conference, that heard Wade Shurtleff speak on a topic the sense of which was, "Don't copy the industrial relations and personnel program of your competitor; he may be doing it wrong." We were guests at the meeting through the kindness of Lawrence Cooper, of Pacific Telephone and Telegraph Co., this year's President and Paul W. Bell of the Times-Herald, program chairman. We had time for an excursion to Hollywood and a view of a TV show in action. The editor's sister-in-law is Kate Lawson, who is in charge of costuming for the NBC Studios.

Our next move brought us to San Francisco, where we arrived on a Sunday at noon. We enjoyed San Francisco as always, but were a week too late for the annual conference at Berkeley put on by the California Personnel Association, where Everett Van Every presides so efficiently.

After three days in San Francisco we moved on to Seattle, pausing only a day on our way to Victoria, B.C. There we spent 3 days at the annual conference of the Pacific Northwest Personnel Association. Victoria itself was delightful. The air was so fresh and bracing and everything seemed to look a little different to us—including the fact that the American dollar at that time was worth only 95¢ in Canadian money! Weren't those Canadians proud of their strong currency!

One of the remarkable things about this conference was that everything was beautifully organized and a strong program was presented, but all of the work was done by representatives of the 21 companies who are Victoria members of the association. There were over 200 in attendance, plus more than 80 wives of members. There are many and much larger associations than the Victoria Chapter of the PNPMA, but very few of them have ever done such a job of conference organization. The conference next year will be at Seattle and they will have to "step on it" to do as good a job as the little Victoria chapter did this year.

The conference was the 14th annual one held by PNPMA. It had the sobering title of "Unfinished Business". Chairman of the conference committee was A. R. Murray, who is Personnel Superintendent of the Victoria establishment of Hudson's Bay Company. It was held in the Empress Hotel, which had ample room and gave good service for the large number in attendance. Roy H. Lund is this year's president of PNPMA. He is Personnel Supervisor of the B. C. Electric Railway Company, Ltd., Victoria. The able and energetic Secretary-Treasurer of the Association, Bill Ludders, was unavoidably absent, because of a recent promotion. It is the only time on record that his friends were sorry to see a man promoted. He is going to be unable to continue as Secretary-Treasurer of the association because of the pressure of his new

duties. More details of the conference will be reported in our next issue.

THE OHIO BELL TELEPHONE COMPANY, Cleveland, publishes "Traffic Mirror" each month for the information of all management employees. Its contents relate entirely to personnel relations matters. The October issue quoted from "Skills In Conference Leadership" by Nathaniel Cantor, which appeared in the September issue of Personnel Journal. Whitney A. Rudy wrote thanking us for permission to reprint. He writes enthusiastically about Dr. Cantor's writings. He says, "He is one of the reasons for the excellence and acceptance of Personnel Journal. Keep him on the team!"

ANOTHER TRAINING ARTICLE which has been copied and mentioned a number of times is "Management Training, Beginning At the Top" by G. A. Joines, which appeared in Personnel Journal for July-August. Milton Brown, Chief of the Supervisory Development Branch of the Army Office of Civilian Personnel, writes for permission to distribute copies of Mr. Joines article to the Army's Civilian Personnel Offices throughout the world. We sure do get around!

HUMAN ORGANIZATION is the quarterly Journal of the Society for Applied Anthropology, 61 W. 55th Street, New York. An interesting article in the Spring 1952 issue is "A Case Study of Union Participation and Technological Change". This is a study of the rise and fall in importance of the machine polisher in an eastern manufacturing Company. It studied the informal groups within the department itself and the leadership of those groups, showing the effects of industrial change on leadership and group interrelationships. There is a good deal of material of this kind being produced each year, much of which would be worth the attention of thoughtful personnel and industrial relations people.

PERSONAL FREEDOM is the battle cry of all who oppose Communism. How many business and industrial men who talk this way have examined their own actions? Do you, Mr. Industrial Executive, give proper freedom to your own employees? One place in industry where very little freedom exists is in the administration of salary and wage increases. To make myself clear it must be explained that I refer to those situations in which increases are awarded for merit in the performance of the job. In so many cases the big boss or some committee of top executives approves all awards of salary or wage increases.

Many a time I have heard this process described in a company where the chief executive or salary committee passes final judgment. Nearly always the description winds up with this statement "I don't see how they can do it; they hardly know a single one of the employees on whom they are passing judgment."

Modern salary administration provides a means whereby the direct superior can award salary increases. If you have a hundred salaried employees, you probably have at least five supervisors directly overseeing their work. Instead of doing it all yourself, why don't you give each of these supervisors the proper guidance, policy and control and then let him or her award the increases?

How much more effective this would be in keeping up production. The employee wouldn't be looking over the head of his immediate boss to somebody up the line for an increase. Here are the things your supervisors need if they are going to be able to efficiently and properly give increases to their own people.

1. Salary minimums and maximums, provided by job evaluation.
2. Efficient merit rating.
3. Salary increase budgets.
4. Written employee policies.

If these four "tools" are provided it will be possible for every supervisor to ad-

minister his own program of salary increases and still keep costs in line. If he has a budget to work with then he will only have so much money to spend for increases. That means he's got to put them where they will do the most good. And if he spends his money unwisely he won't have any left when the next salary increase time comes around.

Think it over. Do you give freedom to your own supervisors—not only in granting salary increases but in other ways?

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RECOGNITION FOR GOOD ATTENDANCE in the office is not a common practice. However, Miss Lee Falk writes that her employer, *The Arthur Kahn Company, Inc.*, textile converters of New York City, finds that it pays to recognize a good attendance record.

She says, "With a staff of only 23 employees, each one's work is important, even though there is always someone in every department who knows the other fellow's work. Since we put in our attendance bonus plan about five years ago, we have found that our absenteeism has decreased considerably. This is a simple formula of allowing a half day credit per month to each employee every year, which may be taken as leave the following years, or is payable in equivalent salary. There is a graduated scale dating from month of employment as follows:

Perfect attendance—6 days leave  
 Absent 1 day —5 days leave  
 Absent 2 days —4 days leave  
 Absent 3 days —3 days leave  
 Absent 4 days —2 days leave  
 Absent 5 days —1 days leave

"Certificates for this bonus are handed to eligibles at our annual Xmas dinner. Whereas formerly employees who woke up with a slight headache, or had been out late the night before, might decide to take the day off, now they prefer to come in and accumulate leave which they can use for pleasant diversion or any personal reason.

"It is true that once an employee has been absent 6 days there is no incentive for him to keep up a good attendance. However this plan does help to compensate those who manage to come in every day. The morale in the office is much higher when the steady attenders realize that those who stay out frequently have lost something by so doing.

"Our formula for sick leave with pay is about the average of other firms, and on only one occasion have we had to make a dismissal because of excessive absenteeism. The best feature of an attendance bonus plan is getting the employee in to work when you need him, and letting him have time off that is planned for so that his work is covered and his desk does not fall behind due to an unexpected absence."

While a good many organizations use a plan of this kind, it is relatively uncommon considering the total number of office organizations. In this case it seems to pay off.

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HOW MUCH BETTER we would get along with our fellows if we could be a little humble. The famous lines of Robert Burns come to mind.

"Oh wad some power the giftie gie us  
 To see oursels as others see us!  
 It wad frae monie a blunder free us,  
 And foolish notion."

Nowadays a great many young people try to get by on bluff. That attitude is better expressed by the hope that others may see me as I see myself. I'm not sure of the exact wording, but I remember a parody expressing this bold sentiment which appeared in the *Saturday Evening Post* some years ago. It went something like this:

"Oh wad some power to others gie  
 To see myself as I see me."

*Ned Hay*

"What's in it for me?" That's what workers need to know, to spur them to maximum production. The author tells how his company gets its people's fullest cooperation. The article is part of a talk made to a group of high executives.

# Incentive to Production

By RICHARD P. ETTINGER,  
President, Prentice-Hall, Inc., New York

ONLY workers, producing in excess of what they consume, can provide for themselves or others the security and welfare benefits they want. So our problem is to give the worker an *incentive* to produce that excess. The Twentieth Century Fund made the statement that:

"Production is pretty much what the worker wants it to be. The worker must himself want to see greater production before it is realized. If he thinks that greater production means greater achievement of the things he wants—security, advancement and dignity, he will produce. If he thinks greater production will not bring him such things, he will produce only up to a standard below which he is afraid to fall."

American business has set living standards far beyond those ever before seen. American business has been responsible in large part for winning two great wars, has shown the rest of the world how to produce for the benefit of all the people. American business now faces the challenge of showing the way out of the trend toward socialism and the welfare state: a way out that will enable the worker to get more than he can *hope* to get through Government agencies.

I should like to indicate some of the things American business can do to encourage workers to provide for themselves what they really want. Now, it must be obvious that security, growth, and whatever else is wanted depends on whether or not the *business is making a profit*. That idea must first be thoroughly sold to the employees, as the basis for any plan. Without profits, you cannot have funds to provide for permanent employment security and expansion, with the resultant opportunity for the individual to advance. Profits shared with the employee can provide most of the things he wants—and also increase production for the benefit of all.

There are two kinds of profit-sharing. One is current, in which a share of the profits is divided up and distributed each year. This undoubtedly provides a current incentive in encouraging employees to take a greater interest in their jobs and to have a better "team" spirit, for all are working to increase the company's profits.



But it has certain disadvantages: The employee may take the plan for granted when he receives his share regularly year after year. And if his share goes down one year, he may be seriously disappointed, particularly if he has "spent" it in advance of actually receiving it. The second kind of profit-sharing is the so-called *deferred* plan. There are a great many variations and some legal limitations of such plans.

#### EXAMPLE OF DEFERRED PROFIT SHARING

One deferred plan I have in mind works this way. Fifteen per cent of the payroll, but not in excess of 20 per cent of the profits before taxes, is turned over to an outside trustee, who holds it in trust for the employees. No matter what happens to the corporation, this fund remains untouchable, except by the employees.

If profit before taxes is \$100,000, then 20 per cent of it, or \$20,000, is put into profit-sharing. Under the tax law, this \$20,000 is a proper tax deduction. If the corporation pays a 50 per cent income tax, the \$20,000 payment to profit-sharing obviously reduces net profit *after taxes* by only \$10,000.

Now assume that an employee has a salary of \$4,000, and that profits have been large enough to enable the corporation to put in the maximum contribution. Putting aside an amount equal to 15 per cent of his pay means that \$600 is put in for that employee. That is in addition to his salary.

Now he can leave that \$600 and each subsequent contribution in the fund to accumulate until he retires, or to be paid to his beneficiaries in case of his death, or he can draw out a certain percentage each year. If he leaves before retirement or death, the part in excess of what he is allowed to draw annually (in this case 10 per cent a year) remains in the fund for the benefit of employees who stay with the company.

Experience with this fund, invested, shows that each employee's share increases over 10 per cent a year. So at the end of five years, this \$4000-a-year employee would have \$4,500 in the fund:

10th year.....	\$ 9,600	30th year.....	\$ 99,000
15th year.....	19,200	35th year.....	162,000
20th year.....	34,400	40th year.....	280,000
25th year.....	59,000		

One of the reasons the amount increases so rapidly is that a profit-sharing trust pays no taxes on its income. Moreover, if the individual employee waits and draws down his entire share at one time on retirement, he pays only a long-term capital gains tax which, as you know, is substantially less than the regular income tax. In fact, under the present law the *maximum* tax would be 26 per cent.

The figures given are based on his taking out nothing until he retires. Now, he could have drawn down a substantial amount each year if he had wanted to. If, for example, the employee were a young girl, she could have drawn down a pretty good sum when she got married. Or if there were illness in the family, the

fund could have been a fine emergency reserve. And of course, if the employee died after 20 years, his family would get the \$34,400. Or if he became totally disabled from heart disease, cancer, or the like, he would have received the entire amount at the time.

### GIVES EMPLOYEES THE FEELING OF BELONGING

Now that is typical of the kind of security that can be provided by business. Such a plan gives the employee the kind of security he wants. It gives him the feeling of belonging, of participating in the business. It encourages him to watch PROFITS, to do everything in his power to see that waste is eliminated, to increase profitable sales, and to work for his share of the profits.

It also helps the enterprise to increase profits, which in turn may be re-invested in the business to expand it and to provide opportunity to the employee to advance in a dynamic, growing organization. The resultant success of the enterprise also enables it to provide much more steady and permanent employment for all.

The truth of this is demonstrated by the fact that corporations that have pioneered the way and have done the most in this field have been outstandingly successful. You are familiar with the outstanding success of companies like Procter and Gamble, Sears-Roebuck, Pitney-Bowes, Joslyn, and Hormel—to mention only a few. And our own company, starting with nothing except an idea and a will to work and to apply these principles, has become one of the world's largest book publishers in a relatively few years.

The profit-sharing plan is only one method business is using successfully to implement the economic rights of the individual. We and other businesses provide, *in addition* to profit-sharing, a pension plan. In some instances the employer pays all the costs; in others, part. In our case, we contribute an average of more than \$2 for each \$1 the employee pays for pension. Then, to encourage and help employees to acquire homes, there are home finance plans. In our case, we lend up to 90 per cent of the appraised value of a home and charge only 2 per cent interest.

We also found that younger married men with children needed more protection for their families during the early years of their participation in the profit-sharing fund than the fund provided. So we developed what we call the "Split-Dollar Insurance Program." This is in addition to and separate from the customary group insurance program, under which an employee can take out a \$1,000 policy at the cost of \$7.26 a year. The Split-Dollar Insurance Plan enables the employee to take out a substantial amount of insurance and pay less per dollar of insurance protection than under the group program. Each year the employer pays the insurance company the cash surrender value of the policy; while each year the insured employee pays only the difference between the actual premium and the amount the employer has paid—if there is any difference. On the death of the insured employee, the employer is reimbursed by receiving the cash surrender value, and the beneficiary of the in-

sured employee receives the face value of the policy less the amount paid to the employer for reimbursement of his payment.

#### INSURANCE COSTS EMPLOYEE NOTHING AFTER 7 YEARS

How this works out to the benefit of the employee is best shown by taking the typical case of a 34-year-old employee. Under this plan he would pay \$24.56 per thousand dollars of insurance the first year, and thereafter he would pay:

\$11.77 in the 2nd year	\$1.14 in the 5th year
2.05 in the 3rd year	.72 in the 6th year
1.59 in the 4th year	.28 in the 7th year
\$0 in the 8th year	

And for the rest of his life he doesn't have to pay anything. In short, for the first seven years he is paying an average premium of \$6.02 per thousand and thereafter pays nothing and gets protection for the balance of his life. The cost to the employer is merely the cost of interest on the money it advances on the policy.

As I have indicated, all these plans also encourage the employee to work hard for the growth of the business, which in turn provides the opportunity to the employee to advance in a dynamic, growing organization.

Business leaders generally have failed to live up to their obligation to see that the worker has the opportunity to work continuously at good wages, and to accumulate something beyond his immediate needs; and has also neglected its obligation and opportunity to provide the worker with the incentive to make this possible.

*NOW* is the time for business to *act*. With bold, enlightened action, business can recapture the position of leadership in the economic social-welfare field it has *almost* lost by default. This is the challenge for business to accept—because it is profitable to do so, and because it is a way to preserve the way of life that has given America the world's highest living standards, and preserved the freedom and dignity of the individual.

The keeping of personnel records is one of the most important functions of the personnel department. Efficiency and economy helps sell the department. The writer tells how companies might improve their methods and at the same time save thousands yearly.

# Better Personnel Records At Less Cost At Ford

BY WILFRED J. O'SULLIVAN,  
Manager, Hourly Personnel Department, Industrial Relations Staff  
Ford Motor Company

**W**ITHIN the last year the Ford Motor Company has devised and field-tested a more efficient Hourly Personnel Records system. During the course of the analysis leading to the revised system, existing methods of maintaining records within the company were re-examined. Records systems used at other companies were studied. In addition, new types of filing equipment and office machines were looked into.

Three of the forms designed for the new system include:

1. An 8" x 10" status card developed to maintain a chronological history of each employee's record. This card is filed in badge number order and is housed in a card record desk to facilitate posting and reference.
2. A durable personnel jacket is filed alphabetically in a fireproof cabinet. This jacket holds forms used in processing status changes.
3. A consolidated status change form designed with snap-out carbon for processing of transactions such as hires, rate changes, transfers, occupation changes and terminations. The original and three carbons are made at one time.

## ADVANTAGES OF NEW REVISED RECORDS SYSTEM

Results of field tests for the past year in several different locations within the company indicate that the revised system has numerous advantages over the one formerly used.

Among these advantages are:

1. Properly sequenced forms permit more rapid posting, greater accuracy, and easier verification.

2. Elimination of more than twenty forms with resultant savings in requisitioning, purchasing, stocking and shipping.
3. Increased security provided for vital records by use of fireproof equipment.
4. Improved methods developed and more efficient equipment adopted with the aid of time studies.

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SOC SEC. NO																			
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PHONE NO										NOTIFY PAYROLL									
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R REHIRE  
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I INCREASE

G GENERAL INCREASE  
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O OCCUPATION CHANGE

O OCCUPATION TURN  
L LEAVE OF ABSENCE PERS  
L LEAVE OF ABSENCE MED  
L Laid Off

R RAISE LINES ADJUSTMENT  
T TERMINATION  
D DISCIPLINARY ACTION  
A APPROPRIATE



"What part of your work gives you the most trouble? What kinds of cussedness give you the biggest headaches in dealing with other people? Would you like to join with other company supervisors in an informal discussion group to see whether, together, we can find some answers?" Unless supervisors are brought into the act with some such questions, says the author, any supervisory training program has two strikes against it at the very outset.

# Don't Blame Your Supervisors

By J. H. JORDAN, Ass't. Personnel Manager  
Atlas Powder Company, Explosives Dep't.

WHEN plans go wrong and workers fail to measure up, there appears to be a growing trend to put most of the blame on front-line supervision. As a result there is great emphasis on many and varied training programs designed to make the supervisor more effective in his human relations and production role.

Possibly no subject is receiving more attention from management today than this problem of supervisory training. We must have trained supervisors and no amount of time, money and effort seems too great to get them. But the sad and rather surprising thing about it is that the results often aren't worth the effort.

Why? Because of the simple fact that the people who have the greatest knowledge of what kind of training supervisors need aren't even consulted. Neither the content of the programs nor the means to carry them out are open to discussion by these people. Who comprise this neglected group? None other than the front line supervisors themselves.

## NO ATTEMPT TO FIND WHAT SUPERVISORS WANT

All too often supervisory training programs start out in the office of one of the top executives of the company. He suddenly decides to "give our supervisors some training." With this simple objective as the sole guide, orders are given and the wheels begin to turn. The personnel and training directors scurry about, gathering information about what other companies are doing. They read articles in personnel

and training publications and attend hurry-up conferences in supervisory training.

Finally the program is ready. The training director proudly presents the finished package to the personnel director. He in turn rushes it to the executive who started the whole thing and proudly exclaims, "Here it is!"

Soon, in spread-out plants and locations, over-worked and tired supervisors are herded into conference rooms and are greeted with, "You fellows need some training. Starting today we begin a supervisory training program. We'll meet here two hours a day once a week and help you to find out what you're doing wrong. You'll then be given assignments and problems to work over in your free time and to bring back for discussion. Any questions? O.K. Today, it says here, we'll show you how to handle the neurotic individual. Now. . . ."

#### SUPERVISORS HAVE PLENTY TO SAY AMONG THEMSELVES

After two hours of being told how to handle an individual case that will probably not come up again for years, the supervisors straggle out and their comments at lunch are worth listening to. "How does that so-and-so know we need training? He never gets out of his office except at lunch." "I can't spend two hours away from work on this foolishness", puts in another disgruntled supervisor. "What a course we're taking. I'd like to get some training in job instruction and record keeping." "So would I", comments another.

And so it goes. Idea after idea comes forth but dies aborning because management just isn't listening.

Here is the proper starting point for any good supervisory training program. The supervisors themselves know many of their own needs and shortcomings. From them, if invited, can come suggestions to make the program genuinely worthwhile. Among them may be thoughts on when to hold the conferences so as not to interfere with production; immediate training that supervisors want and eagerly look forward to receiving; practical difficulties that the training director has overlooked.

All these are lost when supervisors have no part in setting up the program. And, what is more important, supervisory acceptance of the program which is so essential to its success is never won. Frustration builds up. Soon it may turn to positive aversion to any training and the failure of any projected program.

Something like this awaits all training programs that do not take into consideration the ideas of the people to be trained. We, in personnel work, criticize our production people for their poor communications, while at the same time neglecting our own. Supervisors must and should be consulted in formulating any training program for them. By the use of conferences, informal discussions, and interviews their suggestions must be sought out and used.

Where do they feel a training need? When is the best time to hold the sessions? What methods do they feel contribute most when they attend training classes? These few questions are merely suggestive of many which can lead to the effective organization and conduct of the program. Most importantly, asking such ques-



tions gains supervisory acceptance and support, because supervisors then look upon the program as partly a product of their own creation.

We recognize that workers want a voice in determining relationships which affect their well-being. We need to remember this simple principle and apply it when we plan our supervisory training program. Consult the supervisor. Listen to him. Get his ideas and suggestions. Explain the need for and the expected results of training. Seek to gain his support and receive his criticisms. Use all his good ideas and explain why his others are rejected.

If you fail to develop a feeling of participation by consulting the trainees—if you don't welcome their advice and criticism, if you don't subscribe to the idea that the success of the program depends upon its being accepted; then, "don't blame your Supervisors".

## About the Authors

*Richard Prentice Ettinger* graduated from the New York Law School and New York University. He was admitted to the New York Bar in 1915 and taught finance at New York University for seven years. He has been President and Director of Prentice-Hall since its organization in 1913. He has written on New York Corporation law, also on credits and collections. He is President of the Parker Publishing Company. His trusteeships and advisory jobs are too numerous to mention here.

*W. J. O'Sullivan* began his career in Personnel at the Air Force Headquarters in Washington, D. C. He afterwards served three years as Personnel Staff Officer in Europe. He is a graduate of DePaul University and has done graduate work at the University of Michigan and Wayne University. His first job at Ford in 1946 was as employment interviewer.

*J. H. Jordan* holds a B.S. degree in Industrial Relations from the Wharton School at the University of Pennsylvania where he has completed two years of graduate work. His personnel work began as Employment Manager at Vick Chemical Company. At the Atlas Powder Company his work includes overseeing of selection, placement, training, testing, communication and union relations.

*John McNulty*, an attorney who has been in labor relations and personnel work for almost 20 years was Division Director of Personnel for the Ohio Oil Company before he joined Husky. He is a member of the Wyoming Bar and graduated from Wyoming University Law School in 1935. He is known as a writer and speaker on employee and labor relations. He served in personnel and legal staff positions in World War II.

*Wade E. Shurtleff* is the Director of Industrial Relations for Standard Products Company of Cleveland. He was formerly associate Editor of the Bureau of National Affairs. His article is one of a series of profiles of outstanding men in the personnel field, which appear every few months in the Personnel Journal.

You pay your people a good deal more than shows up in their pay envelopes. A lot of companies have tried many ways to get the point across. This article describes one of the best ways we've heard of . . . and it's not copyrighted!

# These \$2 Bills Were Lucky

By JOHN R. McNULTY, Manager, Industrial Relations  
Husky Oil Company, Cody, Wyoming

IT'S easy to fall into the habit of regarding your take-home pay as your whole salary—to forget how much is deducted for taxes and various items for your ultimate security and benefit. Our people, we thought, needed reminding. A novel procedure was devised to remind them and to portray dramatically some other facts of interest to our employees and community.

Our bank made arrangements with a Federal Reserve bank to obtain \$40,000 in \$2 bills, for a cash payday for Husky employees in Cody. This supply of "race-track specialties" constituted the major portion of bills in this denomination from the Mississippi River to California. The bills created quite a stir in this land where people ordinarily jingle silver dollars in their pockets.

## EMPLOYEES RECEIVED THEIR WHOLE PAY, WITHOUT DEDUCTIONS

At 7 A.M. on payday morning, the County Sheriff and representatives of Husky pulled their cars up to the bank, and early risers saw the delivery of two large steel boxes containing some twenty thousand \$2 bills. The armed sheriff watched as almost 200 employees were given their semi-monthly gross pay with the bills. He watched the employees pay back their deductions for income tax, social security, group insurance, retirement and other deductions in \$2 bills.

After passing through the cash pay lines, employees gathered in groups of fifteen for a demonstration of just what their deductions went for. Cost to the company and to the employees of the various benefit plans was vividly portrayed by the use of colored charts. Some of the employees were surprised to see that, in addition to their own deductions toward employee benefits, the company spends on employee benefit plans about \$124,000.00 above the million-dollar annual payroll. Some of the people were surprised to see that the entire costs of Workmen's Compensation and Unemployment Compensation are paid by the employer.

The Industrial Relations Department not only showed employees what em-

ployee benefits cost, but also what direct benefits they receive from the various plans. Booklets describing these benefits were passed out for further study.

Probably the most effective part of the entire procedure was the explanation of the company's Annual Report. Since more than sixty per cent of eligible employees are stockholders of the company, under an employee Stock Option plan, this was in the nature of a report to stockholders. The workers were shown by the use of \$2 bills what the company's income and cost of doing business had been for the previous fiscal year. Many eyebrows were raised when they saw that only one \$2 bill was left as net earnings, from a total of fifty such bills which served to represent income. The fact that most employers receive profits of 5% or less was emphasized. The profit over investment was compared to that of a newsboy or a small grocery store.

#### STOCKHOLDER EMPLOYEES INVITED TO ASK QUESTIONS

Questions were encouraged and the lively interest shown indicated the employee's appreciation of the facts presented. Employees asking how they could contribute to the reduction of operating and other costs suggested one way in which the meetings were well worthwhile.

Reaction of the public to the cash payday was beyond expectations. The trail of the Husky employees' money was visible evidence to merchants in the community (of some 4,000 persons) of the impact of an industrial payroll. Some of the \$2 bills were gathered by collectors—some saved for Christmas presents. Corners on some of the bills were clipped by superstitious recipients.

Cash paydays have been conducted before but none in this area got as much attention. Newspapers and radio carried the story. Inquiries as to just how the payroll was handled poured in to the company.

M. R. McArthur, Vice President, felt the project was particularly successful in giving a better understanding of some of the costs of doing business. At the end of a ten hour day, the sheriff, who witnessed the entire procedure, didn't say: "Brother, can you spare a \$2 bill?" He said: "I hope no one else wants to pay a payroll like that in cash for a long, long time!"

Boundless energy and "drive" lead to success in personnel work as surely as in any other calling. This is the story of Ray Livingstone, his company's first Director of Personnel at 27, his city's "outstanding young man" six years later.

# Human Relations Specialist and Good Citizen

BY WADE E. SHURTLEFF

**D**EAN of Cleveland personnel men, Raymond Livingstone, Vice President of Human Relations for Thompson Products, Inc. has been in charge of his company's human relations program for the past 18 years. Yet he is only 45.

Ray's story is one of ceaseless activity. In high-school days he became interested in radio and built a number of sets. At 16 he received a radio operator's license. During summers he worked with a surveyor's gang. Between terms at Case Institute of Technology, Cleveland, he fired on a lake steamer to toughen himself for varsity football. At the middle of his junior year he left school to go to work in a steel mill, first as an inspector, then as a laborer at an open hearth furnace.

## STARTED WITH COMPANY AS PUBLICITY MANAGER

Subsequently he went to work for the *Cleveland Plain Dealer* as a reporter, and in his spare time he learned to fly. Two and a half years later, in 1929, he joined Thompson Products as publicity manager. Following positions in manufacturing and sales, in 1934 at the age of 27 he was named the company's first Director of Personnel.

"Even at the age of 18," the *Plain Dealer* said in an article about him recently, "Livingstone had begun to analyze people in an unusual manner. Labor was never a commodity with him. He felt an attraction toward his fellow workers and was able to discern the qualities which, when properly seen and recognized, will produce the finest sort of worker-management relations."

In 1940 he was named outstanding young man of the year by the Cleveland Junior Chamber of Commerce. He was elected to his present position as Vice President—Human Relations, in November 1942, at the age of 35. In this capacity he is responsible for overall guidance of the company's employment, industrial training, labor relations, employee publications, and the social and athletic activities in all

plants of the company—a comprehensive personnel program which he has evolved and which has brought national recognition to him and the company.

"We want to obtain and maintain a happy, efficient working force—get a gang of guys that like us and whom we like, and who are a hard-hitting, efficient outfit," Livingstone said in an early and informal presentation of the company's industrial relations policy. "We want everyone to enjoy his work. We want to make Thompson Products a friendly place."

Thompson Products is a leading manufacturer of automotive and aircraft parts, valves and accessories, with plants in five cities, employing about 20,000 men and women. The great bulk of its operations are centered in Cleveland at the huge Tapco plant (Thompson Aircraft Products Company).

For years the Tapco plant was the organizing target of the UAW-CIO. The organizing attempts blew up several years ago when officers of the international union fell to fighting among themselves on the convention floor over who was responsible for failure, despite union expenditures in excess of \$1,000,000, to organize Tapco employees.

#### COMPANY MAKES A PLEDGE TO ITS PEOPLE

Perhaps the greatest factor in Thompson Products' outstanding success in maintaining a "friendly place" to work has been management's rigid adherence to the letter and spirit of the company's formal industrial relations policy. It is in the form of a statement entitled "Our Pledge". Its text follows:

"We pledge, so long as the affairs of this company are in our hands, that the following principles will govern our relations with members of the organization:

1. We will pay wages equal to, or better than, prevailing rates in the area for the occupation. Any employee, or group of employees, at any time may request a wage survey to verify the fairness of any rate.
2. With friendliness, we will meet with employees or spokesmen from any group or department to discuss any requested improvements in conditions, hours, policies, or practices.
3. Any grievances will be fairly and promptly settled through steps provided by the Grievance Procedure posted in all departments. Employees may appoint a fellow employee as spokesman if they desire.
4. General conditions such as vacations, overtime, seniority, rest periods, safety, cleanliness, and employee accommodations will be constantly improved and will always equal, or exceed, prevailing community practice.
5. We will devote our best efforts and thinking to the building of a growing business within which will prevail an atmosphere of friendship and harmony with steady jobs and opportunity for all."

Frederick C. Crawford, head of the company, on the tenth anniversary of his presidency, said, "We established a personnel division to weld an organization of happy workers, sympathetic with the problems of management, and thoroughly

informed at all times on what management is thinking and trying to do.

"No activity of our company is more essential, we believe, than personnel. It is the new, dynamic function of modern industry—permanent and indispensable as engineering, research, production, selling or finance."

#### PERSONNEL AS IMPORTANT AS ANY OTHER MANAGEMENT FUNCTION

And in 1942 when Livingstone was elected vice president, Crawford said:

"American industry has been through a number of stages: there was the pioneer age, the sales-genius age, and the engineer age. Now, I think we are entering, or have already entered and failed to realize it, the age of human relations—a time in which a 'Vice President of Human Relations' takes a place on an equality with all other members of management."

Ray Livingstone stands five feet, 10 inches tall, weighs 175 pounds. His manner is pleasant, but he gives the impression of great tenacity without being truculent. He was married in 1934 and has two children.

A dynamic speaker, he is well known to personnel people, having appeared often before such groups as the National Association of Manufacturers, American Management Association, National Industrial Conference Board, and numerous other business associations, college and university groups. In his hometown of Cleveland he has not hesitated to engage in public debates with labor leaders.

As an outstanding authority in the field of labor relations, he has testified before committees of both houses of Congress and the Ohio Legislature in connection with labor legislation.

He takes his obligations as a citizen seriously, and is active in numerous civic posts. As a member of the Cuyahoga County Republican Executive Committee, he took an active part in the recent campaign. He also played an important part in the 1952 Cleveland Community Fund drive. He served as industrial chairman of the successful \$9 million Greater Cleveland Hospital Fund campaign, as vice chairman of the Cleveland Occupational Planning Committee, as member of the Citizens Transit Charter Amendment Committee, and is a director of the Case Alumni Association, Real Property Inventory of Cleveland, Cleveland Citizens League, Greater Cleveland Council—Boy Scouts of America, and is Chairman of the Executive Committee of the Euclid-Glenville Hospital, to mention but a few of his many activities.

## Can Employees Be Prepared for Retirement?

By Harrison Terrell

For day-dreaming, for idle speculation, surely there is no subject that should be more attractive than the idea of retirement. But as for actually retiring, the more you see of books on the subject the plainer it becomes that there must be flies in the ointment—or "bugs" in your thinking. The authors "protest too much". Most of them take a lot of time to reassure us that life can still be beautiful after retirement if we'll only follow their prescriptions.

The fly in the retirement ointment is identified by Paul W. Boynton in his *Six Ways to Retire* (Harper & Brothers, 1952, 145 pages, \$2.50). In the last sentence of his preface, a sentence that's repeated on page 3, he says: "*Retirement is like getting a job—you have to work at it*". The italics are Mr. Boynton's.

It is this very necessity—the necessity for each individual to think, to look ahead, to work actively toward his own retirement—that makes it extremely difficult for the personnel man, however good his intentions, to help employees prepare for retirement. Someone has said that people will go to practically any lengths to avoid real thinking. Without hard and soundly constructive thinking somewhere along the line, preferably quite early, most of us will keep on going into retirement unprepared—financially, mentally, physically and emotionally.

We do not mean to imply that *Six Ways to Retire* is a depressing book. It isn't. Obviously, the author is a realist, but he's optimistic throughout. Thought of in the right way, he says, retirement gives a

golden opportunity to start a new life—the life you've always looked forward to. He thinks most of us have far greater capacity both for accomplishment and for happiness than we realize. Successful retirement is a matter of facing up to facts, getting well acquainted with ourselves and our capabilities, thinking things through, arriving at a few decisions, pre-testing, experimenting.

### MR. BOYNTON'S "SIX WAYS"

This book covers the ground as completely as any we have seen. In the beginning, the author points out that he is talking about *active* retirement, not sitting by the fireside waiting for the grim reaper. In case you're curious about the "six ways", here they are. (1) Retirement to a new full-time career. (2) Retirement to a part-time occupation that will supplement income. (3) Retirement to creative activity, avocations, hobbies. (4) Retirement to public services for community or nation. (5) Retirement to new experiences, the building of new friendships and the development of personal relations. (6) Retirement to understanding, to the creation of a mature guiding philosophy and some answers as to what life is all about. Six chapters deal with these six ways. Other chapters are on "Discovering Yourself", "Financing the Future", and "Where Will You Live?"

Mr. Boynton is an industrial relations man with Socony-Vacuum Oil. He writes out of thirty years' experience in working with people, and he writes well. He shows

how individuals can prepare for a more rewarding, happier retirement—if *they work at it*. Personnel people grow old and are subject to retirement too, and this book can help them personally.

In every organization, presumably, are some people with the will and the ability to profit from a book like this. The personnel department could do them a favor by calling the book to their attention, or making it available to them on loan.

#### EMPLOYEES' DISCUSSION GROUPS

Aside from these uses, it could be used as a sort of text book for a course. Groups of company people in various age brackets might be assembled in "classes" for discussion. You train people for work; why not for fruitful activity later? Even though the classes were held only every few months, your people would be better prepared for retirement than most of them will be if left entirely to their own devices. Company executives could be drawn into the operation by asking them to talk with the groups from time to time. They would have to prepare for such participation, and thus would be compelled to give some serious thought to their own retirement.

The whole problem of self-sufficiency in later years presses urgently for a solution. One thing that makes the matter urgent is the great percentage of the country's population who reach what we used to consider advanced age. Life expectancy figures show that at the turn of this century a man could expect to live only 48 years, while now he can look forward to 68 years. Women average even longer lives—70 years today.

Considering how many millions of people from age 45 to 50 and upwards should be in the market for good books on how to manage after their years of regular employment, it is surprising how few volumes there are on the subject. In the Quaker City's biggest and best public library, the catalog lists less than a dozen titles that tempt one to look them up. On the shelves

of the main reading room there wasn't a single volume of any description on the subject. In the "map room"—of all places!—several excellent books were found, but these were not for lending; one could read them only under the watchful eye of the librarian. You wonder whether publishers are missing a bet here, in not bringing out more good titles and promoting them.

#### SOME RETIREMENT BOOKS

Among the best on the subject is "Where to Retire and How" by Fessenden S. Blanchard, a 299-page book published in 1952 by Dodd, Mead & Co. This is a beautiful book, inside and out, generously illustrated with photos and maps. The style is informal and personal; case histories of retired people in their own words help give that impression.

Another that you might like to look up is Ray Giles' "How to Retire and Enjoy It", a 268-page book published by McGraw-Hill in 1949. Giles has written on the subject for several magazines, including *Reader's Digest*. In line with our thought above, he says: "Some day, let us hope, there will be special lecture courses and discussion groups to prepare men and women for greater success in retirement." One of his chapters asks, "How About Retiring in Your Fifties?" Another chapter is headed, "46 Ways to Increase Your Retirement Income"—but lists ways to economize and save rather than to increase income.

"How to Retire to Florida", by George and Jane Dusenbury (second revised edition, 250 pages, Harper's, 1947-1952) and "How to Retire to California", by Aubrey Drury (same publisher, 1950, 194 pages) are good for those who have these States in mind. There may be lifted eyebrows over the Dusenburys' statement that the average estimate of monthly income needed for retirement of a couple in Florida is \$152.

"Where to Retire on a Small Income",



by Norman D. Ford is too factual to suit our taste—does nothing for one emotionally. This is a 72-page book published in 1951 by Harian Publications, Greenlawn, N. Y., in paper cover at \$1. Other titles by the same author, at 35¢ each or all three for \$1, are "How to Earn an Income While

Retired", "Retire Young and Start Living", and "Lands in the Sun".

Books we've heard are good, but haven't caught up with: "Retire and Be Happy" by Irving Salomon, and "How to Retire and Like It" by Raymond P. Kaighn.

## Other Recent Books

IS ANYBODY LISTENING? By William H. Whyte, Jr. and the editors of *Fortune*. Simon and Schuster, New York, 1952. pp. xii, 239, \$3.00.

This book is warmly recommended to all executives who have to do with or who find themselves talking about—communication, participation, group action, and similar activities. These words are popular today, and to some degree the practices which they connote are being experimented with in a number of companies. Where this kind of thing is going on (with that somewhat faddist excitement with which we are familiar in American temperament and from which therefore management is not exempt) the time always comes for a detached and searching examination of what is meant and what the actualities are which the words identify.

Mr. Whyte writes from outside business and with a good journalist's fishy eye on realities behind verbiage. His candor is refreshing and will be disturbing to some. But my own feeling is that his wisdom equals his honesty of intention. His book demonstrates a crucially important need—one unprovided in our economy in any adequate way, except by the growing body of management consultants who must to some extent treat clients respectfully if they desire to stay in business—the need for informed and objective *criticism* of policy, practice and results.

For here is an honest assessment of what is happening in communication, in participation, and in group efforts, when executives become immersed in abstractions and refuse to probe incisively as to what they mean, how they are given operational effect, what the responses are, and whether original purposes are in fact being realized.

As one who deeply believes that there is a valid, philosophical justification for the processes within management which these several words are intended to suggest, I am glad to urge wider attention to this study. It reveals the wide gap between verbal expression by management and the realistic personal and group relations between managers and rank and file, which are basically intended and required.

The managerial reader should not be put off by whatever journalistic exaggeration he may think he detects here. The book will promote self-searching by executives, of shortcomings of policy and too great expenditures of funds. In the area covered, what is needed is an enlargement of simple, human, honest, common-sense face-to-face human dealing.

The next time the reader of this review finds himself saying: "We must strengthen our resources of communication with employees and with our larger public," before he signs another requisition, let him read this discerning book.

Ordway Tead

PERSONNEL PRINCIPLES AND POLICIES. By Dale Yoder. New York: Prentice-Hall. 1952. 602 pages.

The purpose of this book is to stress the "principles and policies—the guiding generalizations and recognized objectives or goals" of manpower management. According to the author, employers, union members and their leaders, students and lay citizens frequently indicate an interest that is much greater than their understanding of purposes and general principles in industrial relations.

If the author's object had been to write a shortened and up-to-date version of his excellent text on Personnel Administration and Industrial Relations, he would deserve high praise for his results. As it is, the principles and policies are obscured in the mass of definitions, facts, and methods. Instead of being easily recognized, the reader must search to find them.

There is, it is true, a chapter on labor policy. It deals with some important aspects of the topic, such as formulation, communication, and review and appraisal—in 12 pages out of 602. Another chapter deals with policy in collective bargaining, largely public policy, in 18 pages. According to the index, policies are referred to on 26 additional pages and principles on only three pages. These figures are not an unfair indication of how hard the reader finds it to keep in contact with the avowedly main theme of the book.

Even the chapter headings read like the usual text on Industrial Relations. For

instance, among the thirty chapters we find Jobs in Industrial Relations, Job Analysis, Manpower Sources and Recruitment, Preliminary Steps in Selection, Testing for Selection, Induction and Placement, In-Plant Training Programs, Training Organization and Methods, Negotiation and Administration of Collective Agreements, Union Management Cooperation, Wage and Salary Administration, Employee Benefits and Services, Manpower Records and Reports, etc. The treatment of these topics does not seem basically different from that to be expected in a well-written text.

Why the footnotes as a rule go no further back than 1948 is also not clear to the reviewer. (Was the subject matter not covered in the literature before that time? Or is the author, who is the editor of the Prentice-Hall Industrial Relations and Personnel Series attempting to indicate the desirability of purchasing this presumably up-to-date treatment of Personnel Policies, in addition to his longer text which was revised in 1949?) At any rate the sources included seem frequently chosen for their general rather than their specific applicability to the topic, and in one instance at least the wrong publisher was named.

Basically, however, the content, considered alone, is worthy of high commendation and can be read with profit as a sufficiently well-balanced and comprehensive introduction to the subject of Personnel Administration and Industrial Relations.

Rex Hersey

# Personnel Research

*An Opinion Survey of a Regional Union Group.* By Keith Davis and Edward E. St. Germain. *Journal of Applied Psychology*, Vol. 36, No. 5, October 1952. Pages 285-290.

Most opinion surveys of workers are conducted by employers or by their representatives. This article reports an attitude survey that is unusual because it was sponsored by a union, and because it was directed toward both union and employer practices.

The questionnaire was headed "Wanted: Your Opinion of Your Union and Your Job." 140 members of a midwestern union replied to the questionnaire. The workers operated many varieties of heavy machinery used in commercial construction, such as bulldozers, concrete mixers, and tractors. The survey showed that employees were reasonably satisfied with their union and their employers, which reflected many years of cooperation in this particular situation. The main dissatisfactions uncovered were in the areas of communication and day-to-day problems, rather than in areas producing a conflict of principle.

*Making Sense Out of Salary Surveys.* By John B. Harker. *Personnel Journal*, Vol. 31, No. 4, September, 1952, 131-134.

Most people look at salary and wage survey information uncritically and attach too much importance to averages. It is important to determine that the salaries reported are actually being paid for the *same work*. Mr. Harker studied four salary surveys of clerical workers to determine the percentage of spread for each job reported. He found that large spreads are usually identified with job descriptions that are generalized, include a large variety of possible duties, or have a catch-all in them.

The spread of salaries is a measure of the effectiveness of the job description. A spread of 40 to 50 per cent between the jobs

at the 90th percentile and the jobs at the 10th percentile would seem to allow for normal variations in range of salaries, but spreads higher than 75 per cent indicate that very different kinds of jobs are being included in one classification.

A job description which is intended to describe a difficult position for which a high salary is paid should show a narrow spread and an average salary well above the average for all clerical workers. If this is not the case it is evident that the participants in the survey did not understand the job description. The reverse situation might occur with a position intended to be a beginner-level job. If the description is clear and the spread is rather small, the average salary will be low. In both of these cases a large spread would reveal that the reported average salaries were an inaccurate yardstick for companies that wished to compare their salary levels with the survey results.

*A Salary Grade for Each Point Value.* By David C. Childs, The Bank of New York. *Personnel Journal*, Vol. 31, No. 5, October 1952, 173-175.

Before setting up a new job evaluation plan of salary administration, each department head was given a list of the jobs in his department with the grade indicated for each job. There was a tendency for department heads to request the up-grading of jobs which were near the top of the "step" in point value. To prevent the up-grading of a great many jobs, which would gravely distort the plan, it was decided to eliminate the artificial grades and have instead a grade for every point value.

Once the salary grade table was set up, it appeared to be as easy to administer as a table with fewer grades. There were 93 salary grades for jobs up to \$5,000. Two years' experience has revealed no difficulties or disadvantages in the closer gradations of this salary administration plan.

# Across the Editor's Desk

## With the Local Personnel Associations

MUNICIPAL PERSONNEL SOCIETY OF NEW YORK puts out a neatly mimeographed monthly newsletter. The September issue contains a seven-point summary of "Supervisory Selection in the Federal Government," a report by the Senate Committee on Post Office and Civil Service. Among the programs scheduled for the year are a round table discussion on "The Functions of a Personnel Unit in a City Agency," and a discussion of the new New York City Employees' Suggestion System. Lewis Orgel is President of the Society, Benjamin Cymrot is Vice President, and Max S. Saslow is Editor of the Newsletter. Meyer Kailo, Secretary-Treasurer, was kind enough to send us a copy of the letter.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES met on October 23. Wade Shurtleff spoke on "The Other Side of Personnel Management." *Piraspope*, the Association Newsletter describes a four-point employee education program in the October issue.

APPLETON PERSONNEL ASSOCIATION, OF APPLETON WISCONSIN, toured the Appleton Vocation School in November. The program for the November meeting took up the thorny problems of community fund drives in the plant, Christmas parties for office personnel, and what to do about collections for wedding presents.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION had a give-and-take session in October on "How To Keep Hard-to-Find Employees on the Job After They Are Found." Dr. Francis F. Bradshaw, President of Richardson, Bellows, Henry and Co., Inc., was the Moderator. The subject for the November meeting was "Ten Years of Industrial Relations Research." The

speaker was Joseph C. Sweeten, Assistant Industrial Relations Advisor to the Foreign Trade Committee, Socony-Vacuum Oil Company, Inc. The September issue of the *NYPMA Bulletin* includes an interesting analysis of "Co-Determination in Germany," by William E. McCauley.

COMMERCE AND INDUSTRY ASSOCIATION OF NEW YORK publishes a bulletin as a guide to its services, which range from general information and statistical data to assistance on current business problems. The Association staffs fourteen specialized bureaus. Service is free to members. The Bulletin for October 23 asks for case histories on unemployment insurance benefit payments made to claimants not entitled to them. The information is to be used in an effort to amend the present unemployment insurance law. John A. Hill is President of the Association, which is located at 233 Broadway, New York 7, N. Y.

CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA discusses "Some Collective Bargaining Developments in Government," in its October newsletter. Vancouver's supplementary pension plan is described in the same issue.

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION issues a fifty-page mimeographed newsletter, *Cupa News*. L. H. Glander, is the Editor, Michigan State College, East Lansing, Michigan. The September issue features a "Supplemental Salary Survey," and includes the minutes of the Sixth Annual Conference of the College and University Personnel Association, which was held July 20-23 in Minneapolis.

CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION has published several recent

addresses given before the Association and the Personnel Section of the Western Management Association. Titles include, "The Company Program for Management Development," by Charles W. L. Foreman, Coordinator of Management Methods, United Parcel Service; "Planning the Management Development Program," by A. A. Pearson, Manager, Training Department, Ford Motor Company; "What Should the Personnel Department Expect from Management?" by W. A. Roberts, President, Allis-Chalmers Manufacturing Company; "Selecting and Using Practical Personnel Tests," by Joseph E. King, Executive Director, Industrial Psychology, Inc.; and "The Outlook in Salary Stabilization," by Joseph D. Cooper, Executive Director, Wage Stabilization Board, Washington, D. C. The reports are available at \$1.00 each from the California Personnel Management Association, 2180 Milvia St., Berkeley 4, California.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO heard Oscar S. Smith in November. Mr. Smith is Director, Organization and Personnel, United States Atomic Energy Commission. He spoke on "Personnel Problems in Atomic Energy." The Association also had several discussion meetings recently. Topics were, "Could the Steel Strike Have Been Averted?" "Now That We Know—So What?" a post-election analysis

of political change; and "Education and Training—1952 Model."

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF FORT WAYNE, INDIANA holds meetings on the 1st Monday of each month. Officers are President, C. E. Slater, Supervisor of Labor Relations, General Electric Company; 1st Vice President, Robert McConnell, Administrative Assistant, Fort Wayne Transit Inc.; and Secretary-Treasurer, Darrell Marr, Personnel Director, American Steel Dredge Company Inc.

TRAINING DIRECTORS' SOCIETY OF PHILADELPHIA learned "How to Make Employees Write Better" at their October meeting. Dr. Rudolf Flesch was the speaker.

MONTREAL PERSONNEL ASSOCIATION had a panel discussion of "Preparation for Negotiation of a Collective Agreement" at their October meeting. Chairman was L. Hemsworth, Canadian Industries Ltd. Members of the panel were R. Perowne, Dominion Textiles Ltd., D. McCallum, R.C.A. Victor Co., Ltd., and J. A. Belford, Canadian National Railways.

PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO, CALIFORNIA, were concerned about talking too much at their October meeting. Jack O'Neill told the group how to say more by writing less.

## Attending the Conferences

THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION held its 14th annual conference in Victoria, B. C., October 30-31 and November 1. Outstanding among the speakers were Lawrence Appley, President of the American Management Association, and Austin Fisher, of Fisher and Rudge. More detailed comment will appear in our next issue.

A CONFERENCE BETWEEN LABOR AND MANAGEMENT was held recently at the Uni-

versity of Oregon, for the second year. According to a report in *Personnel Panorama* "the conference again demonstrated that there are human beings on both sides of the bargaining table and that responsibility is by no means an attribute to which management can claim undisputed title."

TRAINING DIRECTORS ASSOCIATION OF WASHINGTON held a five day training conference on the University of Washington campus. Role-playing was very successfully

demonstrated by Dr. Del Miller. Bob Suttermeister demonstrated ways of conducting buzz sessions. Ted Barnowe spoke on "Psychological Testing."

AMERICAN SOCIETY FOR PERSONNEL ADMINISTRATION MET IN MILWAUKEE for its fourth annual convention November 19-22. A very comprehensive program included a keynote address by William J. Grede, President, National Association of Manufacturers, and also President, Grede Foundries, Milwaukee; and James F. Lincoln, who spoke at the banquet. Mr. Lincoln is President, Lincoln Electric Company, Cleveland.

MERCHANTS AND MANUFACTURERS ASSOCIATION MET AT PALM SPRINGS, CALIFORNIA, October 12-23, for their tenth annual Employee Relations Conference. Consisting of discussions, special groups, and workshops the conference brought together some of the outstanding men in the field of personnel relations.

TRAINING ASSOCIATION OF SOUTHERN CALIFORNIA sponsored a series of workshops October 24-25 in Los Angeles. The theme of the conference was "Looking Ahead with Training." The workshops featured discussions and demonstrations of the most effective methods of development and economic training. Principal speakers were Carleton B. Tibbetts, Dr. Lee A. Du Bridge, Earl B. Planty, Dr. Otis C. McCreery, and W. E. Christensen.

HEART IN INDUSTRY CONFERENCE WAS HELD NOVEMBER 13 IN CHICAGO. Sponsored by the Chicago Heart Association, the conference considered such topics as "High Blood Pressure in Industry," presented by Irvine H. Page, M.D.; and "The Executive and His Heart Attack," by H. M. Marvin, M.D.

SOCIETY FOR ADVANCEMENT OF MANAGEMENT MET IN NEW YORK OCTOBER 20-21

for its annual fall conference. The welcoming address was given by Edward W. Joachim, General Manager, Personal Products Corporation, and President, Society for Advancement of Management. The very full program included seminars on "How to Train Others to be Good Managers," and "How to Train Ourselves to be Better Managers." Henry H. Fowler, Director, Office of Defense Mobilization, spoke on Government-Industry Relations, at the dinner meeting.

FEDERATION OF EMPLOYEES' BENEFIT ASSOCIATIONS MET IN NEW YORK OCTOBER 23-24, for their sixth annual conference. The program considered catastrophe, health insurance, medical benefits, hospitalization, surgical benefits, and pensions. Among the speakers were M. M. Gillen, Director Personnel Research Section, General Motors Corporation; E. S. Willis, Manager, Employee Benefit, General Electric Company; A. E. Bosley, Secretary-Manager, The Goodyear Relief Association; William C. Greenough, Vice President, Teachers Insurance and Annuity Association; and Edmond B. Whittaker, Vice President, Prudential Insurance Company of America.

PHILADELPHIA INDUSTRIAL RELATIONS CONFERENCE was held October 29-30. It was the seventh annual meeting for the group, sponsored by the Industrial Council of the Chamber of Commerce of Greater Philadelphia. Henderson Supplee Jr., President, Atlantic Refining Company, spoke on "Function of Personnel Administration in Business Today." "Management's Opportunity" was described at the dinner meeting by Dwight R. G. Palmer, Chairman, General Cable Corporation, New York. *Personnel Journal* was represented at the conference by Dorothy Bonnell. She felt the session on "Improving Employee Participation in Your Business" was very practical. W. E. Dietrich, Personnel Manager, Sears Roebuck and Company, Philadelphia, an-

swered the question, "But Can They Talk Back?" at this session by describing Sears' use of the grapevine, spot check interviews, departmental committees, and award luncheons. Betty Duval, RCA Victor Division, Radio Corporation of America, brought a lighter touch to the consideration of "Productivity—Responsibilities and Rewards." She described the role of training in increasing productivity, emphasizing the point that to be effective, training should be fun.

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COUNCIL OF PROFIT SHARING INDUSTRIES MET IN PHILADELPHIA November 6-7 for their fifth annual conference. Profit sharing, as the American answer to Communism and Socialism, is an idea of growing importance, and the conference, attended by about six hundred delegates from all over the United States and Canada, was a lively one. *Personnel Journal*, represented by Dorothy Bonnell, was impressed with the vitality of the movement and the program. A

share in the profits gives the worker a stake in the profit system. Profit sharing also tends to increase the profits of the business concerned. Ken Piper, Director of Industrial Relations, Motorola Incorporated, Chicago, spoke on communications. His talk showed the attitude that profit sharing brings out in management; an attitude of real interest in the employee. A very complete system of communications, thoughtfully administered, makes profit sharing work. Vivid brochures and a festive way of distributing profits are keys in the plan. He also pointed out the importance of including the families of workers in your communications system. The address of welcome was given by William Loeb, publisher, Manchester Union Leader, Manchester, New Hampshire. One session consisted of a quiz panel on interviewing the worker, with a panel of a dozen employees participating. Lansing P. Shield, President, Grand Union Company, New York City, spoke at the dinner meeting.

### Looking Over the Employee Magazines

WEIRTON STEEL COMPANY has sent us a copy of their king-size Employees Bulletin. It is about ten and a half by fourteen inches, printed on coated stock, and liberally illustrated with photographs. In fact, the first half of the magazine is a regular family album of pictures of employees. The October issue carries the sixth in a series of technical articles, "How Our Open Hearth Operates." A dramatic picture of a reenacted accident illustrates the importance of wearing safety shoes, in one interesting feature in the magazine. "Questions and Answers Concerning Your Group Insurance Coverage," is the title of another helpful feature. The Bulletin is published monthly, by the Weirton Steel Company, Weirton, West Virginia. The editor is Alfred J. Knight.

which it puts out bi-weekly. A recent lead article reports "Two Individual Ledgerettes Set Accuracy Marks." Two members of the Individual Ledger Department set a record for accuracy by working for three consecutive months without a single mistake. Helen H. Caulk is managing editor of PNB *Spotlight*.

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H. P. HOOD AND SONS call their magazine *Spotlight*. (A popular name!) The September-October issue contains a chart of organization changes where employees' new jobs are listed, as they move up in the company. The policy of internal promotions is highlighted in an article, "There's Room At the Top!" Employees are pretty sure to realize "they never had it so good" when they read the revealing and amusing article, "Just How Good Were the Good Old Days?" Jane A. Donovan is the editor.

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PHILADELPHIA NATIONAL BANK has an eight-page magazine printed in offset,

THE NATIONAL ASSOCIATION OF MANUFACTURERS puts out a magazine called *Service for Employee Publications*. It is published monthly to serve industrial management in improving communication with employees. The magazine contains two sections. Pages reproduced in Section I from other publications are presented for their idea value. Material in Section II may be used by editors without giving credit. The November issue treats such topics as "Safety Equipment Goes Just So Far," "Armchair Travel

and the Company Product," and "Christmas, America." Leslie Avery is the editor, 14 West 49th St., New York 20, N. Y.

CENTRAL FEATURE NEWS, INC., distributes *Feature*, a magazine for editors. It presents features available without cost from leading U. S. companies, agencies and institutions. Story outlines and sample photographs are printed in the magazine. Robert Altshuler is the editor, 8 South Dearborn St., Chicago 3, Illinois.

### What's New in Publications

PERSONNEL MANAGEMENT PRACTICES IN THE CLEVELAND AREA are surveyed in a 65-page booklet prepared by the Business Information Department of the Cleveland Chamber of Commerce. The report, *Cleveland Community Survey of Personnel Practices*, is based on data supplied by 130 companies employing over 150,000 persons. One hundred subjects are covered in four main categories; Employer - Employee Relations, Wage and Salary Administration, Employee Benefits, and Miscellaneous Personnel Policies and Practices. The report gives up-to-date information on a wide variety of subjects such as excused absences with pay, Christmas cash bonuses, clean-up time allowed, military encampment, garnishment, paid vacations, insurance programs, work schedules. The report is available at \$10.00 a copy from the Cleveland Chamber of Commerce.

INSURANCE OF ALL KINDS is described so that the employee will understand what combinations best protect his family, in a General Motors information rack booklet. *What You Should Know About Family Insurance*, by Clarence Woodbury, presents the facts clearly. The text is well thought out, and the lay-out makes the text easy to grasp. Fire, automobile, burglary, public-liability and life, are among the types of insurance described.

THE EFFECT OF SHORTER HOURS ON OUR INDUSTRIAL ECONOMY is discussed in a new pamphlet by William Goldner, *Hours of Work*. The booklet is divided into short chapters, pointed up with headings, which make the material easy to absorb. Among the topics treated are: the movement for shorter hours; output, efficiency, and hours of work; government regulations on hours of work; and collective bargaining provisions. The booklet may be ordered from the Institute of Industrial Relations, 201 California Hall, University of California, Berkeley 4, California.

INDUSTRIAL TRAINING AND EDUCATION FILMS are listed in a comprehensive bibliography prepared by National Metal Trades Association. The bibliography lists, classifies, and describes films on 1,390 different subjects. The material is indexed by both subject matter and title. Each of the listings shows size of film, running time, cost, source, and description. *Industrial Film Bibliography* may be ordered from National Metal Trades Association, 122 South Michigan Avenue, Chicago 3, Illinois.

EMPLOYEE HANDBOOKS ARE WIDELY USED TO BRIDGE THE GAP BETWEEN MANAGEMENT AND EMPLOYEES. A study summarizing the experience of 76 banks and 117 department stores has been made by the



Bureau of Business Research, of the University of Texas. *A Survey of Bank and Department Store Employee Handbooks*, by William R. Sprigel, and E. Lanham, is intended to serve as a guide for firms considering the publication of an employee handbook. The 117-page book discusses purposes and uses of handbooks, types of handbooks, style, content, and physical characteristics. The book is available at \$1.00 from the Bureau of Business Research, The University of Texas.

THE CIVIL SERVICE ASSEMBLY has a tempting list of periodicals, books, briefs, and pamphlets. *Employee Suggestion Systems*, by Robert J. Batson and *Payroll Deductions* by William Brody, are among the items listed. The price is \$1.00 each. The list, and the publications, may be ordered from the Civil Service Assembly, 1313 East 60th St., Chicago 37, Illinois.

THE NEED FOR NON-ACADEMIC EMPLOYEES WHO ARE LOYAL, CONTENTED, SECURE, AND EFFICIENT, IS GREAT in our colleges and universities. Donald E. Dickason in *An Outline of Nonacademic Personnel Administration* discusses ways of meeting this need. Mr. Dickason is Director of Nonacademic Personnel at the University of Illinois and Director of University Civil Service System of Illinois. The fifty-two page mimeographed booklet deals with nine administrative practices which can contribute to a successful employer-employee relationship on the campus: selection, compensation, consideration, participation, information, education, supervision, negotiation, and organization. The study may be bought for \$2.00 from Donald E. Dickason, 809 S. Wright St., Champaign, Illinois.

YOUR INSURANCE AT A GLANCE is shown in a personalized chart drawn up by the Times-Mirror Company of Los Angeles. The chart shows exactly what coverage you, as an individual employee, have under

The Times-Mirror Employee Benefits Programs. A detailed comparison is made in a table on the inside of the sheet, of Times-Mirror benefits and those provided by three other local newspapers. Paul W. Bell is Personnel Director.

INDUSTRIAL TRAINING ABSTRACTS in its autumn issue summarizes four articles from recent issues of the *Personnel Journal*. Material is grouped under the following headings: worker training; foreman and supervisory training; training methods and evaluation; training relations; special subjects training; and related personnel methods. This quarterly magazine is available from Personnel Research Center, Wayne University, Detroit 1, Michigan. Single copies are \$1.00.

THE CONFERENCE OR ROUND-TABLE AS A MEANS OF CONDUCTING A WAGE SURVEY is described in Circular No. 20 of the Industrial Relations Section, California Institute of Technology, Pasadena. *Conducting a Wage Survey by the Conference Method*, by Ramon A. Nelson and L. Robert Sorensen, outlines the advantages of making wage surveys in conference and tells how to plan the meeting, how to make the preliminary arrangements, how to conduct the meeting, and how to invite the participants. A sample job brief and rate sheet, and a sample tally sheet are on the back of the four-page leaflet. The sheet is punched for filing in a notebook.

RECENT STUDIES IN INDUSTRIAL COMMUNICATIONS are listed in Selected References for November. Sub-topics are: theoretical discussions; language in communications; general studies of company practices; and case studies. The list may be ordered from Industrial Relations Section, Princeton University, Princeton, N. J., for twenty cents.

A CONCENTRATED, SHORT-TERM PROGRAM FOR EXECUTIVES of ability who are

being prepared for positions of high administrative responsibility, is announced by Columbia University Graduate School of Business. Sessions will be held June 14-July 25; and August 16-September 26 at Arden House, according to the brochure, *1953 Executive Program In Business Administration*. A report on the 1952 sessions has recently been issued.

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THE FULL USE OF ALL SOURCES OF SKILLED MANPOWER is the purpose of *Employment of the Physically Handicapped*, an Air Force Civilian Personnel Manual. The twenty-page booklet, punched for notebook filing, describes the Air Force experience, community relations, orienting responsible personnel, and recruiting handicapped workers. A bibliography is given and motion pictures are listed. The pamphlet, program supplement No. 14, is available from the Department of the Air Force, Washington 25, D. C.

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THE THIRD MAN . . . GOVERNMENT . . . has been present for the past ten years at the collective bargaining table in addition to labor and management, according to an article in *Economic Intelligence* for November. The bulletin is published monthly by the Economic Research Department, Chamber of Commerce of the USA, Washington 6, D. C. Subscription rate is \$1.00 per year. "The Third Man" comes to the conclusion that "Perhaps the longest shadow cast by government's abortive attempts at wage stabilization is the stimulation of industry-wide bargaining. . . . The end result is a monopolistic wage policy determined by the largest employers in conjunction with the most powerful labor leaders."

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EXECUTIVE DEVELOPMENT is the subject of the July-September *Business Information Sources*, the Bulletin of the Business Information Bureau of the Cleveland Public Library. Administrative behavior, the

executive at work, methods of executive development, development of financial, functional, specialized and retailing executives, and individual company programs, are among the topics covered. The section on development programs lists two articles from *Personnel Journal*. Copies are available at 10¢ from Miss Rose L. Vormelker, Head Business Information Bureau, Cleveland Public Library, 325 Superior Avenue, Cleveland 14, Ohio.

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A SOUND HUMAN RELATIONS PROGRAM is a basic pre-requisite to cutting absenteeism, according to many of the 72 companies whose absentee control methods were studied in detail by the National Industrial Conference Board. The title of this new study is *Controls for Absenteeism, Studies in Personnel Policy, No. 126*. It was prepared by the Division of Personnel Administration, National Industrial Conference Board. Copies may be had from Bernard F. Herberick, Director News Department, National Industrial Conference Board, 247 Park Avenue, New York 12, N. Y.

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THE BUREAU OF NATIONAL AFFAIRS, Inc., has put out a series of surveys of BNA's Personnel Policies Forum. The titles of the eight surveys are: *Manpower Planning for the Emergency*; *Status of First-Line Supervisors*; *Is Management Listening?*; *Plant Labor-Management Committees*; *Recruiting College Graduates*; *Employees' Financial Problems*; *Christmas and Year-End Personnel Problems*; and *Foreman Training*. These comprehensive surveys are made by asking members of a specially selected, representative panel of industrial personnel men to outline their policies and procedures on some important aspect of the personnel problem each month. From these replies the Editors have tabulated and reported the prevailing practices in large and small plants, together with variations from the accepted way of doing things. BNA invited 160 personnel and industrial officials

to become members of the 1952 panel. In planning the invitations the Editors made sure that all sections of the country were represented, that a reasonable balance was maintained between large and small firms, and that panel members came from all types of companies. The material is attractively presented and legibly printed in the 8½ by 11, 17 page reports. They may be obtained from The Bureau of National Affairs, Inc., 1231 24th St., N.W., Washington 7, D. C.

THE DEPARTMENT OF LABOUR AND NATIONAL SERVICE, of the Commonwealth of Australia considers a problem typical of the times in an article, "Management Communication in an Expanding Company." The article, written by A. T. Chandler, Industrial Welfare Division, Department of Labour and National Service, is in the March issue of the Department's *Bulletin of Industrial Psychology and Personnel Practice*. Mr Chandler reports on the development of a plan of meetings and conferences in a company which grew from 100 to 350 employed workers within a few years. Management realized that it was losing close personal contact with the foreman and began to hold foreman's meetings to pass on general information. Later, to consult with foremen on production problems it was found helpful to hold production conferences for smaller groups. Mr. Chandler concludes that the study has two important implications for management; first that policy should be flexible in order to meet changing needs; and second that one device should not have to meet conflicting needs. The company studied used two communication methods to serve two definite purposes; and was therefore effective. Other articles in the issue are "Suggestion Schemes, A Summary of the Literature," by J. L. Holmes, Industrial Welfare Division, Department of Labour and National Service; "Joint Consultation, Case Study No. 3," by A. J. Wyndham and E. White,

of the same department; and "Factory-Wide Group Incentive Schemes," by M. Kangan, also of the Department. The Bulletin is available from the Secretary, Department of Labour and National Service, Box 2817AA, G.P.O. Melbourne, C. 1., Australia.

THE NATIONAL INDUSTRIAL CONFERENCE BOARD has two recent press releases of interest. The first, under the dateline June 9, is on *Executive Compensation*. A survey of 121 manufacturing companies showed that many have not been able to maintain executive take-home pay since World War II. High taxes rather than salary stabilization regulations are felt to be responsible for this failure. The second study, released June 19, deals with *Unemployment Insurance*. Reserves available for unemployment insurance benefits reached an all-time high of \$7.8 billion at the close of 1951. This would be enough to meet the average annual postwar cost rate for five and a half years. Some states could continue benefits for twenty years without additional contributions or interest. The studies may be ordered from Bernard R. Herberick, Director News Department, National Industrial Conference Board, Inc., 247 Park Ave., New York 17, N. Y.

THE AUSTRALIAN INSTITUTE OF MANAGEMENT has published its 10th Annual Report, describing ten years of service and progress. It includes the council report, listings of officers and committees, meetings, library and information services and a financial report.

THE BRITISH INSTITUTE OF MANAGEMENT has been thoughtful enough to send us a clipping from their publication, *Management Abstracts*, that summarizes the article on "Effective Performance Rating" by Daniel R. Howe which appeared in the February PJ.

# Just Looking, Thank You

## *How About a Two-Foot Shelf?*

At lunch the other day a group of us fell to discussing: (1) What books would be most helpful to a man just starting in personnel work—for example, one just assuming the duties of personnel director in a unionized plant of some 200 people, and (2) What books an experienced personnel man would want to keep around him in his office or at home.

The assumption in either case was that the man is seriously interested in "going places" in his chosen line of work. Presumably he'd want books on the most important phases of his work as well as self-help and inspirational volumes.

Members of the group thought of several mighty helpful books off-hand, but then it seemed to us a good idea to put it up to *Personnel Journal* readers. You know Dr. Eliot's famous "Five Foot Shelf" of books, the reading of which is guaranteed to give any man the equivalent of a college education at the cost of just 15 minutes a day. What books would you include in a "Two-Foot Shelf" of works designed to make a personnel man more effective—a bigger and better personnel man?

Not to unduly influence anyone's choice but just as a matter of opinion, we think such a shelf of books should neither be made up entirely of our "classics" nor entirely of recent volumes. Personnel administration is comparatively new as a vocation and as an art, and our literature on the subject is taking notice of changing theory and practice. You realize that any "two-foot shelf" prepared today might be outdated six months hence. But what books would you take with you if you knew today you were going to be stranded—with your job, of course—in some inaccessible place for a year or two?

Readers are invited to send in their book lists and comments, the best of which we hope to find room for in an early issue. As an additional "incentive", we might even send copies of books reviewed recently in these pages to writers of the best two or three letters.

## *"Poor Richard" Started It*

One of the most remarkable social and educational developments in Philadelphia in recent years is the Junto.

The Junto is called "America's Oldest and Largest School for Adults". The claim of seniority is based on the fact that it was founded by Benjamin Franklin in 1727. The claim of "largest" may be predicated both on enrollment and the number of courses offered—212 for the term that started last October.

"Poor Richard" would no more recognize today's Junto as a descendant of the one he started than he could believe that he established The Saturday Evening Post at the same period of his life. The modern version of the Junto, a non-profit organization, was born in 1941. It is still growing. This term sixty more classes than last term were scheduled.

Each class or course is given once a week for nine consecutive weeks. The majority are night courses, timed for 6:30 or 8:30, so that if a person is lucky enough to find that two courses he wants are to be given at the different hours the same evening he's tempted to take both. Each course is priced at \$5.

### STARTED ON "SHOE STRING"

We knew the Junto "way back when". It was started in a very small way. The few courses offered were held in open areas and a few available small rooms in the old barn-like Mercantile Library building on 10th street. Chess players used to be chased

out of one room at 6 o'clock so that it could be readied for classes in contract bridge, or something. Now the Junto occupies its own large building in the center of the city—and is outgrowing even these quarters!

Courses are as far apart alphabetically as "Advertising" and "Antiques" to "Writing Song Lyrics" and "Writer's Workshop". Among other courses: Arithmetic for Business, Business English, Conducting a Meeting, Human Relations, Personality for Business Girls, Personnel Management, Psychology of Emotions, Read Faster—Better, Slide Rule Use, Speaking for All Occasions, Training for the Job.

Franklin's original Junto idea was the self-education of a group of people having about the same standards, interests, and desire to improve their minds. Today's Junto can't operate that way, but it still remains non-professional and informal, still employs discussion methods as far as possible. Perhaps the outstanding feature of the organization is the employment of business people—of practitioners—rather than professional trained educators to conduct the classes.

#### OTHER JUNTOS NEEDED

If discussion of the Junto seems rather alien to this magazine, here's why we thought it might be interesting to readers. One of the measures of a personnel man's size—particularly those concerned with public relations—is the extent to which he identifies himself and his company with the community. Something like the Junto—not necessarily anywhere near as big as the Quaker City welcomed—would be enthusiastically welcomed by many a community over the country. You don't have to be in the vicinity of colleges and college professors to have a Junto; in every community there are people who are qualified to lead a group toward better understanding and appreciation of their favorite subjects. All that's required is a spirited indi-

vidual, like the personnel director of the town's biggest business, to start the ball rolling.

Groups could meet at first in private homes, or in rooms provided by the personnel man's plant. Courses to be offered would be determined by the social level and interests of the probable participants. Perhaps at the beginning it would be, as in Franklin's day, a single group meeting every week at an appointed time and place for discussion and debate.

Juntos serve spiritual as well as educational and recreational needs. Would your community welcome one? Would you yourself, and your company, get satisfaction and derive worthwhile benefits from sponsoring one? It's worth thinking about.

#### *Smith Shouldn't "Give Orders"*

Remember the problem presented in our December issue, taken by permission from the McGraw-Hill book "How to Supervise People" by Alfred M. Cooper? It concerned Smith, who had been appointed assistant to Superintendent Brown. Three of five foremen accepted Smith with good grace; the other two did not like to take orders from Smith and tried to short-circuit him by going direct to Brown.

It's too early yet to have received your solution to this problem, if you sent one. But here's an answer from E. D. Brodie, who was sent the problem in advance of publication. Mr. Brodie is Vice President of Ralph N. Brodie Company, Inc., San Leandro, California. He says:

"When a company is immersed in the obsolete philosophy of management characterized by a quasi-military line organization, Smith-Brown problems are daily fare.

"Organizations which survive today's murderous costs and competition will do so by instruction, inspiration and leadership—not by issuing orders. Of course we live in a power society, but success in using power

depends partially on the manner in which it is acquired. Effective authority is extended from subordinates as well as conferred by superiors.

"If Smith does expert staff work he will gradually, inevitably find himself in a stronger line position than by attempted application of solely conferred power.

"This is the situation Brown must create in order to bring harmony and keep it. He should teach Smith that his job is not to transmit orders but to explain objectives and provide technical guidance. Brown's own actions must constitute a good example.

"Brown should explain to all the foremen the purpose of Smith's appointment—to relieve Brown of detail so that he might better serve the entire plant. The foremen should learn from Brown that by cooperating with Smith the work of the superintendent's office will be facilitated, which will in turn make their jobs easier. In this connection Brown should appeal to the desire to help which resides in good foremen.

"Smith must recognize that the foremen know certain things better than he and must demonstrate his respect for them despite his presumably superior technical qualifications. If he understands that his job is to serve the foremen by providing technical and/or organizational assistance, he will sell himself to and benefit the entire organization."

### *What Workers Think*

A large-scale survey of rank-and-file steelworker opinion is given a good deal of space in the September Factory Management and Maintenance. The report is called, "What workers think now—about the steel strike: Was it worthwhile? About national union leaders: Are their tactics hurting labor? About industry-wide bargaining: Should it be prohibited?" This

is Factory's 12th survey of worker opinion and was made by the company's own research department. Interviews were conducted between August 4th and August 8th in 32 cities in 22 states. While the actual number of interviews is not given, the statement is made that "Size and substance is such that there is less than one chance in twenty of statistical error exceeding plus or minus 3 percent."

#### ABOUT THE STEEL STRIKE

Among things that factory workers think, based on their replies to a series of questions, these stand out:

Question: *On the whole, do you think the steel strike was worthwhile for the workers?* Only  $\frac{1}{3}$  said yes. The majority think local bargaining would mean shorter strikes.

Question: *Do you think strikes would get settled sooner by having one big national negotiation, or if union locals bargained with individual Companies?* More than 50% said that bargaining should be by local unions, 28% said national unions, and 20% "don't know."

Question: *Would you like to have a Union Shop?* To this 33% said yes and 42% said no.

It's interesting that a large majority favor the principle of presidential seizure.

Question: *Do you believe we should have a law to permit the President to take over a company producing defense goods when it is threatened with a strike?* To this 59% said yes and only 25% no.

However, on the question of whether the President was justified in seizing the steel industry without a specific law, 46% said yes and 37% said no.

Among the more important findings was that workers' thinking has changed about the leaders of the company and the unions. Fewer think that union leaders are the only ones interested in them. Workers' opinions of the company heads are much more favorable.

## ABOUT TAFT-HARTLEY

The majority still want changes or repeal of the Taft-Hartley Law.

Question: *Do you think the Taft-Hartley Law should be left unchanged, changed in spots, or repealed entirely?* 11% would leave it unchanged, 28% change in spots, 34% repeal, and 27% don't know.

Three of five union men still feel that some top labor leaders are hurting the unions.

Question: *Do you believe some national labor leaders have hurt unions by demanding too much, calling strikes, or other actions which people do not like?* 62% say yes, a drop from 68% in 1946.

Question: *Which union leader has hurt unions most in this way?* 48% say Lewis, against 60% in 1946. 17% name Murray, against 3% in 1946. This seems to indicate that Murray is being singled out for considerable increase in criticism.

## ABOUT WORKING CONDITIONS

There were 7 questions dealing with working conditions in the company. All

of these showed more favorable responses this year than in either of the previous questionnaires of 1948 and 1944. For example—

Question: *Would you rate your company as good, average or poor on paying fair wages?* This year 59% rated the company as good compared with 50% in the two previous questionnaires. In the same way questions dealing with equipment, working conditions, steady work, handling grievances, union cooperation and promotions are all answered more favorably this year than in previous years. While this shift in opinion has not been dramatic, it is definite and has not gone backwards.

The results of this questionnaire are heartening for management but should do not give room for complacency.

In the same issue of *Factory Management and Maintenance*, Whiting Williams, well-known consultant in human relations who gathered his material at first hand from the workers, writes under the title "Top Union Leaders are Losing Touch With the Rank and File."

## SITUATION WANTED

LABOR RELATIONS: 2½ years industrial experience in contract negotiations, grievances, arbitrations, NLRB proceedings, contract writing, Wage and Hour, Wage and Salary Administration, and Job Evaluation. Attorney. Master's Degree in Labor Law. Age 29. NYC resident. Will relocate and travel. Reply Box 206.

## HELP WANTED

INDUSTRIAL RELATIONS: Large, growing Midwest industry wants top man, experienced this field. St. Louis area. Salary open. Our men know of this opening. Reply Box 198.



## SITUATIONS WANTED

**INDUSTRIAL RELATIONS:** 4 years diversified experience. Presently employed as assistant labor relations director in plant of 5000. Responsible for contract negotiations and administration, grievance procedure, and foreman training. Previous experience includes personnel selection and placement. Cornell graduate. Age 28. Married veteran. Reply Box 186.

**PERSONNEL MANAGEMENT OR LABOR RELATIONS:** Broad administrative background in personnel programs. Diversified experience includes recruitment, placement, training, job evaluation, grievance procedure, union negotiation. Age 36, Married. A.M. Michigan. Employed. Seeks position where energies and abilities can be utilized fully. Reply Box 194.

**EXECUTIVE DEVELOPMENT:** 12 years broad personnel management experience; 2 years executive development, national organization, 20,000 employees; 2 years college teaching; also qualified as executive assistant; MA personnel administration, Phi Beta Kappa; age 37, married, 3 children. Reply Box 195.

**LABOR RELATIONS EXECUTIVE:** Ten years of broad experience in Labor Relations with large corporation; familiar with other branches of personnel work. Presently employed. Lawyer with A.B. and law degrees. Desire position with smaller progressive company. Reply Box 197.

**INDUSTRIAL RELATIONS SUPERVISOR:** Canadian. 3 years experience embracing contract negotiation, employment and placement, grievance processing, wage administration, personnel training programs. University graduate. Age 29. West preferred. Available February. Resume on request. Reply Box 199.

**PERSONNEL DIRECTOR:** Personnel "Man-Friday" in leading company able and ready for permanent major responsibility in growing organization. Excellent education, mature, married, veteran, fully qualified in recruiting, selection, placement, development, relations, administration, and other tried and new functions of personnel management. Other experience in sales, credit, production, office management, and public relations insures versatility and understanding for good relation of program to line functions and community. Prefer Eastern Penna. and New Jersey. Reply Box 200.

**RECREATION DIRECTOR:** 37 years old, M.S.W. Degree in Group Work and Industrial Recreation three years experience as Director of employee activities programs, nine years experience with international recreation organization, desires to relocate, available July, 1953. Reply Box 201.

**PERSONNEL ASSISTANT:** Or responsible position involving employment and training. B.S. degree Industrial Relations, 3½ years in Industrial Personnel; 3 years Military Personnel experience; pre-War II diversified occupations, inc. sales. Age 36, married. Devoted to continual study and self-improvement. Desire challenge and opportunity in progressive firm. Resume at your request. Reply Box 202.

**PERSONNEL-INDUSTRIAL RELATIONS DIRECTOR:** 10 years experience in all phases of labor relations and personnel administration, including policy development, negotiations, employment, job evaluation, merit rating, pensions and insurance, communications, supervisory training, discipline. Employed as Labor Relations Director, multi-plant company, AFL, CIO and office unions, top level staff function. Seeking overall industrial relations responsibility. College graduate. Age 42. Present salary \$8400. Will relocate. Reply Box 203.

**PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS:** Ph.D. in industrial psychology, M.A. in personnel management. Twelve years' diversified experience in conduct and direction of industrial management research—job evaluation, attitude measurement, training aids, testing and selection, personnel records and procedures, etc. Many publications. Reply Box 204.

**PERSONNEL ADMINISTRATION:** Presently employed as Assistant to Director of Employee Relations of large industrial research Laboratory. Experienced in recruitment and placement of technical personnel, job evaluation, salary administration, merit rating, employee benefit plans, communications and personnel statistics. Age 35, college graduate. Wish to locate in the Southwest with small company or university placement office. Reply Box 205.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 57 characters per line. 10% discount for two insertions, 20% off for three insertions or more.

*See other advertisements on preceding page.*



# PERSONNEL Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

President and Treasurer, EDWARD N. HAY, Secretary, D. D. HAY

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EDWARD N. HAY, *Editor*

EILEEN AHERN, *Contributing Editor*

DORIS D. HAY, *Assistant Editor*

D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## FEBRUARY

- 4-5 Minneapolis, University of Minnesota.  
*Industrial Relations Center*. Fifth Annual Labor Conference Center for Continuation Study, U. of Minn., Minneapolis 14, Minn.
- 16-18 Chicago. Palmer House  
*American Management Association*. Personnel Conference. Mr. John Binns, Personnel Division Manager, AMA, 330 W. 42nd Street, N.Y.

## MARCH

- 5-6 College Station, Texas  
*Agricultural & Mechanical College of Texas*. Sixth Annual Management Engineering Conference. R. F. Bruckart, Conference Director, A & M College of Texas, Dept. Industrial Engineering, College Station, Texas.
- 12-13 St. Louis, Mo. Chase Hotel  
*Newspaper Personnel Relations Association*. Annual Conference. Harold Bates, Sec'y. Burlington Free Press, Burlington, Vermont.
- 19 Cincinnati, Ohio. Netherland Plaza  
*National Industrial Conference Board, Inc.* General Session. 247 Park Avenue, New York, N. Y.
- 31 New Haven, Conn. Yale University  
*Connecticut Personnel Association*. Annual Conference. Mr. Harvey R. Bowman, President, c/o Dictaphone Corporation, Bridgeport 5, Conn.

## APRIL

- 14-15 Minneapolis, Minn.  
*University of Minnesota*. 11th Annual Industrial Relations Conference. Center for Continuation Study, University of Minnesota, Minneapolis 14, Minn.
- 18-19 Houston, Texas. Shamrock Hotel  
*International Association of Personnel Women*. Annual Conference. Viva Armstrong, Chairman Publicity, c/o California Packing Corp. 215 Fremont Street, San Francisco 19, Calif.
- 21-22 Berkeley, Calif. Claremont Hotel  
*California Personnel Management Association*. 29th Pacific Coast Management Conference. Farm Credit Building, 5th Floor, Berkeley 4, Calif.

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**MULTIPLE SUBSCRIPTIONS.** Subscriptions for the same organization, to begin with the same issue, and to be billed separately, are accepted at 10% less than regular rates for 5 to 10 subscriptions; 20% off for 11 or more. Copies will be mailed separately to designated addresses.

**CHANGE OF ADDRESS** should be received at least three weeks before the change, to avoid missing issues, and delay in receipt of copies. Give both old and new address.

**WHERE TO SEND:** All new and renewal subscriptions and changes of address should be sent to Personnel Journal, Swarthmore, Pa.

# Editor to Reader:-

YOUR POSSIBILITIES ARE UNLIMITED, says James F. Lincoln, President, Lincoln Electric Company, Cleveland. Much has been heard of the incentive bonus paid to all Lincoln employees. In an announcement at the end of the last year the company told of its 19th annual year-end incentive pay bonus, based on the company's productivity for the year. Sales per employee were \$35,600—largest in the company's history. The 1208 employees received a total bonus of \$5,131,810. It is easy to calculate the average amount per employee—something over \$4,000. And every employee got a substantial bonus except the president. In addition, the company set aside \$498,000 towards the purchase of retirement annuities.

I do not have a close enough familiarity with the actual situation to be able to evaluate this method of profit sharing. It must, however, be very effective. Mr. Lincoln himself says that it is "recognition of our abilities by contemporaries and ourselves." He believes that the free play of individual initiative and ambition produces results, and when results come the company shares them with the employees—as it has been doing for 16 years.

For many years I have been an advocate of profit sharing. Another recent announcement tells the story of another successful plan of sharing profits with employees. This is at Pitney-Bowes Inc., Stamford, Conn.

Good employee relations do not necessarily rest, however, on sharing profits. ARMCO is one of the few companies in the highly unionized steel business which has no union in its main plants. This appears to be due to the lack of need for a union, which in turn is based on the employee relations policy established by management and effective for many years. Re-

cently I was given a copy of "ARMCO Policies" by Charles Hook, Jr., Vice President, Personnel Administration, Chesapeake & Ohio Railroad Company. Charlie Hook is the son of one of the two men who have brought ARMCO to its present strong position. Charlie had read the article in *Personnel Journal* in the October 1952 issue by William Verity, called "Faith In Men". This was an exposition of the spirit behind the management attitude of ARMCO, embodied in the present statement of "ARMCO Policies". William Verity, the author, is related to the George N. Verity who was one of the founders and a leading spirit of ARMCO, of which he was President for about 30 years and Chairman for 20 more.

Bill Verity's story "Faith In Men" has attracted much comment from our readers. One letter was from Ernest D. Phelps, Training Director, Winchester Repeating Arms Company of New Haven. He writes;

"The October 1952 issue of *Personnel Journal* is now being routed through our Industrial Relations Department. In the comments of our people concerning this issue one article stands out head and shoulders above any that have appeared for a number of months for its stimulation and for its appeal to the highest goals to which we in Personnel Administration may aspire. I refer, of course, to William Verity's article on ARMCO, 'Faith in Men.'

"Thanks again for your constant effort to keep our feet on the ground but our eyes looking to the heights, to the worthwhile goals that we in Personnel Administration should continually seek."

Mr. Phelps liked the Verity article so much that he is having it reproduced for distribution to many of the key people in various line departments of the company.

Perhaps it is worth reproducing the 10 statements embodying the ARMO policies.

Faith in Men  
A Square Deal Always  
A True Spirit of Co-operation  
Pride in Accomplishment  
Proper Incentives to Work  
Best Possible Compensation  
Opportunity for Advancement  
Good Living Conditions  
Fair Treatment of Customers  
Highest Business Ethics

ARBITRARY RETIREMENT AT AGE 65 continues in question. Recently Joseph J. Morrow, Director of Personnel Relations for Pitney-Bowes Inc., Stamford, Conn., said, "A birthday is not sufficient reason for telling a man he is through." In his talk before the meeting last September of the American Management Association, Mr. Morrow stated the position of his company regarding retirement.

Many industries use complicated and expensive means of measuring the special abilities of job applicants, but will not take the time to re-examine the qualifications of the 65-year old employee. "Many of Pitney-Bowes' older workers who found the pace of incentive production work too taxing have been assigned to a special department where complex repair work is done", he said. "Here speed is a secondary requirement, while knowledge of our products and mechanical know-how are fully utilized. Some of our tool makers, well past the magical age, are still using a skill and knowledge born of long experience which we would find hard to duplicate. In modelmaking, instrument making—skilled jobs of all kinds—there are many opportunities to continue using the technical and mechanical ability of the older man when the physical demands of the job are not great." As part of a flexible policy, Pitney-Bowes has written into its retirement plan provisions for retaining

employees beyond the age of 65, and for pensioned early retirement of those whose physical condition makes holding down a job no longer advisable.

Mr. Morrow does not touch on the difference in the problem when retirement of executives is under consideration. Relaxation of the normal retirement age of 65 in executive ranks is almost always destructive of morale—a lowering of morale that is noticeable almost instantly. If continued as a regular policy it is certain to bring a progressive deterioration of upper management. Because of this difference in the upper and lower ranks, retirement becomes very difficult to administer satisfactorily. For maximum efficiency and economy it may be advisable to have a flexible retirement policy for non-supervisory employees, and one that enforces a rigid retirement date for middle and upper executives.

BECAUSE OF PERSONAL ASSOCIATIONS OVER the years it is particularly interesting to receive a communication from a reader in Nebraska. Walter F. Roberts, Director of Personnel for the Lincoln Telegraph and Telephone Company of Lincoln, wrote some weeks ago telling of his interest in *Personnel Journal*. He writes, "As a new member in the personnel field I have enjoyed *Personnel Journal* and feel that it has been helpful in my getting acquainted with this type of work." He asks for information on personnel associations in Nebraska. We regret that we do not know of any. None was listed in the annual "Directory of Local Personnel and Training Groups: 1952" printed in the November issue of American Management Association's *Personnel*. If any reader knows of a group in Nebraska, whether formally organized or not, he will, I am sure, communicate with Mr. Roberts.

THE BALTIMORE PERSONNEL ADMINISTRATION ASSOCIATION has received a notice

from H. D. Douglas, Manager, Industrial Services, Baltimore Association of Commerce, with which it is affiliated. This called attention to a recent but little known ruling by the Administrator of the Fair Labor Standards Act—the wage and hour law. The essence of this rule is that if an exempt employee was paid less than a full month's salary for any month in which he worked, he thereby was disqualified from the exempt provision and must be paid time and a half for hours in excess of 40 for the week. Not only that, but all other employees to whom this policy could be applied likewise lose their exempt status. This rule apparently has been in effect some time, because as far back as last March a concerted protest was made to the Administrator by representatives of about 25 national associations and large employers. It's tough enough getting out the work, maintaining sales volume, financing operations and keeping employees happy—without having to keep up with the vagaries of an assortment of bureaucrats on top of that.

WE READ MUCH ABOUT COMMUNISTS and communist supervisors among our own people. I have often thought that people like this are essentially warped personalities. In particular, those with paranoid attitudes form a large bulk. They are people whose upbringing and life experience have developed in them numerous delusions, all sorts of hatreds, and strong feelings of persecution. The so-called inferiority complex is one manifestation of this attitude. It is unfortunate that often the principal outcome of these attitudes is aggressive behavior. And often unconscious desire to "get even" with society for its shabby treatment of himself causes a person to steal confidential information and give it to Russian and other communist agents. By the same token, much aggressive behavior which we notice every day is inspired by these paranoid attitudes. While a

certain form of aggressiveness is desirable in business, that based on paranoid attitudes is generally unwholesome and produces unsatisfactory results.

A SALARY AND WAGE SURVEY made in the Los Angeles area by the Merchants and Manufacturers Association of that city was issued under date of August 1952. This is one of the better surveys which has come to my attention. Most important, it contains a list of every rate (at \$5.00 per month or 1¢ per hour intervals) with the number of male and female employees at each such rate. This permits the user of the survey to arrange his data in any way he desires. In addition, for each job is given the number of participating companies, the number of employees, the weighted average rate, the median rate and the first and third quartiles. All jobs are accompanied by a concise description. The descriptions are rather sharply and clearly worded so that there is not much "fuzz". This is shown in another way by calculating the ratio between the rate of the 90th percentile and that of the 10th percentile. I have checked four jobs somewhat at random, but including two of the most common—stenographer and bookkeeping machine operator. The average "spread" of these four jobs is 1.44. This is well within the 1.5 range recommended by Harker in his article, "Making Sense Out of Salary Surveys", which appeared in *Personnel Journal* for September 1952.

There were 300 participating firms and over 75,000 individual employee rates. The total number of persons employed by participating firms was 334,000. There were 41 office and technical classifications surveyed, and 34 from factory and shop. Copies of the survey may be obtained from the Research Department, Merchants and Manufacturers Association, 725 S. Spring Street, Los Angeles 14, Calif. The survey is not free, but the cost is not indicated. This

excellent survey should serve as a model for good survey methods.

OUR PRINTER DOES A GOOD JOB but once in a while even he is at fault. Recently we had a letter from William C. St. Clair, Assistant to Vice President and General Manager, Bell Telephone Co. of Penna. Mr. St. Clair returned his copy of *Personnel Journal* which contained a number of pages on which appeared no printing. He said, "Thought you might be interested in seeing this issue. There are a number of pages that leave one very blank". We appreciate Mr. St. Clair's tactful way of calling our attention to the error and of course hurried a fresh copy to him by return mail—making sure it contained nothing that would be likely to leave him with a blank feeling!

MANPOWER MANAGEMENT is published by General Foods Corporation, Department for Personnel Administration, at 250 Park Avenue, New York 17, N. Y. Ed Walsh, Director of Personnel Administration for the company, was kind enough to send me the November 1952 issue which celebrates the 2-year anniversary of publication of this original and unusual publication. This issue is 24 pages and paper cover, size 6 x 9 inches, and it looks very nice indeed with black ink and with many cuts and cover in brown ink. On the editorial page appear a few paragraphs under the heading "Celebrate With Us". "Back in November 1950, when we put our very first issue to press, we felt pretty uncertain. We were launching a new idea—new to G.F. and new to business in general. We were pioneering in an unexplored field. . . . We are still pioneering.

"Reviewing our history, we recall that only a few issues had rolled off the press when we began to be recognized. National magazines such as *Factory Management and Maintenance*, *Business Week*, and *Personnel Journal* brought M.M. to the at-

tention of their readers. . . . So, celebrate our second anniversary with us."

GOING BROKE ON \$10,000. A YEAR is the not-very-funny title of an article which appeared in Harper's Magazine not long ago. In it Jay Taylor said, "It was big money 20 years ago, but the man with a five-figure income in 1952 comes out at the end of the year with a deficit." If you make \$10,000. a year your boss thinks that's a lot of money—because it *was* when he was your age. The salaried man is definitely "in the middle" nowadays. He has to live as befits his position and income, but he can't afford to. And his taxes take such a big bite that, between these two horses, he isn't much better off than he was when he was much lower on the promotion ladder.

There is no doubt at all of the seriousness of the plight in which the salaried man finds himself these days in the bracket a little either side of \$10,000.

LABOR UNIONS HAVE UNQUESTIONABLY BEEN A GREAT FORCE FOR GOOD in the economic scene. They have done much for the working man. There are many things that unions do, however, that are intolerable. As this is being written both New York and Philadelphia are in the throes of a management-union struggle in transportation. Boss Quill is strutting the stage in both cities—simultaneously. In each case the situation is the same; he is demanding wage negotiations on contracts that were solemnly signed and that he and his union agreed to leave undisturbed for a given period of time, the date of which has not yet arrived. In each case Mr. Quill announces in no uncertain terms that he is going to take the law into his own hands. In the face of all this, the CIO *News* for September 29, 1952 has a piece called "Here's What's Wrong With T-H and How It's Curbed Labor". In the issue of November 17 the *News*, in similar vein, sobbed

"Thanks to T-H, Two-Thirds of Workers are Still Unorganized". There still seems to be an attitude on the part of some union organizers that it is the function of government to compel employers to become unionized. As was so truly said in the last campaign, and as applied most especially to unions, "We never had it so good." Let us hope they will never have it so good again—in the one-sided way in which labor law was written and administered. *Personnel Journal* is by no means anti-union, but unfair labor laws and contract-breaking union leaders should be put in their place—the ash can.

WHILE WE'RE TALKING ABOUT UNIONS, there was an article on December 4th in the New York Times headed "Sound Unions Found Factor in Profits". This was developed from a report by the "National Planning Association"—just who are they, and what is behind them? The National Planning Association in its tenth case study on successful union-management relations reports that they find eight elements common to all successful union-management relations. Number 3 says, "Union is strong, responsible and democratic." I especially approve of that statement and I commend it to all union leaders.

While we're at it, I have no brief for management which does not feel itself obligated to play the game with the same respect for fairness, decency and the inviolability of contract as is asked of unions.

BELL AIRCRAFT CORPORATION OF BUFFALO has tried a new stunt in recruiting workers. Recently they ran a series of newspaper ads, together with radio and TV announcements, saying that if applicants for certain jobs would telephone the company an interviewer would go direct to the home. The cost of one week's operation of this scheme was around \$1,000. but the company says if it procures no more than

10 new workers the result will be worth the money.

THE GENERAL ELECTRIC COMMENTATOR, addressed to all G.E. employees by the Employee and Plant Community Relations Department, New York City, had an interesting 4-page statement dated August 22, 1952 with a heading "Are You for Freedom or Force—Voluntary or Compulsory Unionism?" This was a review of the company's views on compulsory unionism. Without meaning to seem trivial, it reminds me of one of the stories about Calvin Coolidge when he was President. One day he went to church alone and when he returned Mrs. Coolidge said to him, "What was the subject of the sermon this morning?" Coolidge replied in his usual laconic manner, "Sin".

"Well, what did he say about it?" persisted Mrs. Coolidge.

"He was against it."

You can gather from the inference that G.E. is against compulsory unionism, a title they prefer to the more usual one of the union shop. The bulletin is a well reasoned statement in 12 paragraphs expressing the company's attitude.

A student at the University of Notre Dame writes, "*Personnel Journal* is one of the fine magazines that can be found in the library at our University. . . . You probably do not realize what a tremendous help it has been to me in my studies. . . . In my small voice I would like to congratulate you on a job well done."

NEBRASKA, THE STATE OF OPPORTUNITY, was the title to Section 10 of the Sunday New York Times for October 5th. It contained many advertisements of Nebraska companies, among which was one by Roberts Dairy Company of Omaha and other cities in that state and Iowa. The ad offered for sale for 85 cents a book called, "A Rational Route to Peace and Prosperity

in our Time" and said that it was published "through the cooperation of labor and management". Profits from the sale of the book go into a welfare fund controlled by the Union, to be used for the benefit of Roberts Dairy Company employees. The material is mostly a compilation of advertisements run in newspapers over a four-year period and mostly written by the Company President, James G. Roberts. It is an unusual instance of Union-Management cooperation. I am always interested in what comes out of Nebraska. I spent several of my best young years in Dawes County, Nebraska.

NEW ENGLAND DOES MANY THINGS, as the name suggests. Not long ago we carried an article which told how one manager improved the feeling and understanding among his employees by talking to each and every one of them and giving information about the company. The Boston Daily Globe for July 19 carried a similar story about how Curtis Hutchins, when he became president of the Bangor & Aroostook Railroad, in 1949, carried out his desire to meet personally every one of the company's 1600 employees. Here is how the Globe tells the story:

"The B. & A. president has gone about the task of getting acquainted systematically. Once or twice a month he has been inviting different groups of about 40 employees to meet with him. Each such gathering gives more B. & A. employees an opportunity to "meet the president." Two get-togethers are being held this week and the number of employees who will have met the boss will pass the 800 mark.

For the employees the gatherings mean a day's outing on company time. Their transportation to the railroad's offices in Bangor is provided. They arrive in the morning, shake hands with the president, and sit down and chat with him about the railroad and its problems. They have a chance to inspect the general offices. At

noon they have luncheon with the president at a local club. In the afternoon they are free to seek their own amusement in the city."

One of the complaints about modern big business is that it is impersonal, that there is a curtain of red tape between the boss and employees. Mr. Hutchins has found a way to take down the curtain.

RECENTLY I WAS DISCUSSING with a friend the requirements for success in management consulting work, which occupies most of my time. We agreed that three things are fundamental. The first of these is character, the second is capacity to do good work, and the third is salesmanship or the ability to get new business and develop the business you have. As we talked around the subject we saw that these are the requirements of success not only in consulting but in almost any business.

DO YOU EVER ARGUE with your wife? Who doesn't, on occasion? But my wife and I have found a gimmick which takes most of the sting out of it. If either of us makes a strong statement that strikes the other as incorrect, we have a standard response. Before the argument gets hot, one of us says, "Bet you \$100." This puts the question face up on the table. There is nothing to do but accept the bet or decline it. In the first case, argument stops and proof is looked for. In the second case, you have no ground to stand on. The balance has seasawed with us for several years. At one time I was \$600 in the hole; now it's only \$250. I pulled myself up with one good stroke of luck recently when my wife in an over-confident mood upped the bet to \$150—and lost! Try this with your wife, but don't get too far in the hole or she may demand a payoff.

*Ned Hay*



When a foreman knows what characteristics his people consider *most desirable* in a foreman, and what descriptive phrases his people actually *apply to him*, he knows in what ways he must try to improve his attitude and methods. This is the second of a series of outstanding articles, the first of which appeared last October, which will be combined in a single reprint upon its conclusion.

# Multiple Comparison Training

BY EUGENE EMERSON JENNINGS  
Assistant Professor of Industry,  
University of Pennsylvania, Philadelphia

Foremen face a difficult but important task in attempting to gain support and cooperation from workers. Their problem was less acute years ago when workers were held in tight rein by domineering foremen. Authority was absolute and foremen relied on fear and force to secure cooperation. Workers were completely dependent upon foremen for satisfaction of wants and needs.

Today the foreman-worker relationship is reversed. Foremen now depend to a great extent upon workers' fairness, whims, or emotional desires for their personal success. Fear and force only invite trouble. Although their authority is drastically restricted, that which remains can not be displayed openly. Working *with* rather than *for* is the essence of cooperation, and gaining it from labor is the test of effective foremanship.

## GIVES PERSONAL, FACTUAL BASIS FOR FOREMEN'S TRAINING

To meet this test successfully, foremanship training in human relations is fast becoming popular in industry. Generally these programs emphasize a friendly, understanding and personal approach to workers' problems. Because foremen-worker relations are always delicate, human relations training generates considerable enthusiasm among foremen. However, much of the enthusiasm soon wears off and, in many cases, lasting improvement in performance is lacking.

Many foremanship training programs fail to produce lasting benefit because foremen are expected to use material which is not pertinent to and descriptive of their actual needs. For example, in discussing aspects of desirable foremanship, management's and foremen's viewpoints are generally discussed carefully. On the

other hand, workers' opinions of desirable foremanship are given only casual attention. The benefits of one-sided training soon disappear because foremen realize that, in the final analysis, workers make or break them.

#### WORKERS THEMSELVES BROUGHT INTO THE PICTURE

Three years ago several plants became dissatisfied with the kind of program referred to and determined to find better material for training foremen. They believed that workers' ideas of desirable foremanship would provide good training material.

Five hundred workers were asked individually to describe several outstanding traits or practices of their immediate foremen. After similar and identical responses were weeded out, thirty workers randomly selected from a group who did not participate previously were asked to classify each item as (1) generally descriptive of foremen, (2) doubtful, or (3) generally not descriptive of foremen. Fifty-one items were agreed upon by all thirty workers as most descriptive of foremen in general.

The next problem was to determine which of these characteristics were generally most desirable in foremen. "Desirable" was defined as meaning they gain workers' support and cooperation. A group of two hundred workers who did not participate in previous studies were asked to indicate on a nine-point scale the degree each item was generally desirable in foremen. The scale used "nine" as least desirable and "one" as most desirable. The average rating for each item was computed and averages below "five" were arbitrarily assumed to indicate *more* desirable foremanship—averages above "five", *less* desirable.

#### WHAT WORKERS WANT IN THEIR FOREMEN

Of fifty-one items which workers believed best describe foremen in general, twenty-three were found indicative of desirable foremanship. Some of these were:

- He is sure of himself.
- He is easy to talk to.
- He can take criticism.
- He will go to bat for us.
- He gives clear-cut instructions.
- He tries to be fair to everyone.
- He understands the workers' problems.
- He is cool and calm most of the time.
- He tells me what he thinks of my work.

All twenty-three items were arranged in questionnaire form and will be referred to hereafter as the Jennings Supervisory Analysis.

The Jennings Supervisory Analysis is composed of twenty-three characteristics usually considered desirable in foremen. The Analysis does not, however, indicate which of these characteristics are *more* desirable than others. This tends to vary among plants and between workers and foremen within a plant.

The Analysis when administered to workers and foremen of a plant is useful for

determining not only the more *desirable* characteristics, but also those which best *describe the actual behavior* of these foremen. Comparison is provided between what is *actual* (most descriptive of foremen) and what is *ideal* (most desirable in foremen) from both workers' and foremen's viewpoints. These multiple, or four-way, comparisons serve to establish definite goals for guiding foremanship training in a particular plant.

#### PROGRAM BASED ON FINDINGS MORE HELPFUL

The Jennings Supervisory Analysis was administered to 2,000 workers and sixty foremen in a large mid-western plant. The results analyzed by multiple comparison served as the bases for a nine-month training program. Participation was encouraged by means of case studies and examples obtained from foremen through "experience" sessions which determined (1) how, when and under what conditions the results are applicable and (2) the proper *attitudes* necessary to make them effective.

One advantage of multiple comparison training is that foremen attach considerable weight to the training material because it represents their workers' opinions. Foremen as a group can "pin-point" exactly what workers believe best describes them. When compared with what workers believe most desirable, a definite guide develops for improving performance. Also, light is focused on differences in viewpoints between foremen and workers, which encourages self-development. Then too, giving emphasis to workers' viewpoints makes foremen sensitive to workers' problems and prepares the way for understanding. Finally, individual results, available for each foreman to compare with group results, assure that individual needs are not overlooked.

Sometimes it's the *impression* an employee makes that causes resentment, rather than anything actually said or done. It may help to deal with facts and impressions separately. This article tells how and why.

# The Importance of Impressions

BY EARL P. JOHNSON  
Personnel Assistant Manager  
Frederick & Nelson, Seattle

"But, what you are saying isn't true; I didn't do it!" How many times have you had some such response when you had occasion to correct an employee? When you tell her what she's done wrong she may be genuinely surprised, because she hadn't realized how she might impress others.

For example, you find it necessary to talk to Mrs. Smith about a complaint from Mrs. Green about the former's constant rudeness over the telephone. When you tell Mrs. Smith of the complaint, you get an immediate denial that she is ever rude to anyone.

You have a positive contradiction and, as you were not there when the incident happened, you do not know the facts first hand. However, you are certain in your own mind that each person is sincere in her statements.

## BRING OUT THE KNOWN FACTS IN THE SITUATION

How is it possible to reconcile these two opposite points of view, and yet have Mrs. Smith leave the interview willing to do her best to improve? We have found that one of the best ways is to identify the facts and the impressions in a given situation, and to separate them in so far as possible. Some of the facts in the above case are:

1. Mrs. Smith did telephone Mrs. Green frequently in the course of her work.
2. Mrs. Green did register a complaint about Mrs. Smith's rudeness.
3. Mrs. Smith is sincere in her own mind that she was never rude to anyone.

The key to the solution of this problem is the *impression* which Mrs. Green has that Mrs. Smith was rude to her. This is the way Mrs. Green felt, and it was her understanding of Mrs. Smith's attitude.

Now, in dealing with Mrs. Smith, it is obvious that you cannot insist that she was rude. All you can rightfully do is to point out that something in her manner,

voice, presentation or attitude gave Mrs. Green the impression that Mrs. Smith was being rude.

When you present the situation to Mrs. Smith as an *impression* rather than a fact, she can accept the suggestion that Mrs. Green might have a misunderstanding of her intent and attitude. You can then begin to work with Mrs. Smith on what it was that she did that caused the wrong impression. Immediately, the contradiction as to whether or not she was rude is eliminated, and you are able to make progress in analyzing causes and setting up suggestions for their elimination. This also permits Mrs. Smith a means of "saving face" by thinking in her own mind that she was not rude but, possibly, she could have been misunderstood.

You are also able to work with Mrs. Green by explaining that Mrs. Smith was not intentionally rude, and that you are certain that she now understands that she may have given an erroneous impression. Mrs. Green can accept the situation on these terms, although she could not if she believed that there was intent on Mrs. Smith's part.

#### IMPRESSIONS MADE CANNOT BE DENIED

Many corrective interviews fail to achieve their purpose, and many a "Mrs. Smith" leaves the interview convinced that she was right and you wrong, simply because there is never a meeting of minds on the facts. This is tragic, because those elements in "Mrs. Smith's" makeup which are causing the problem are never analyzed and corrected, and she continues to give erroneous impressions to her fellow workers.

If, on the other hand, you talk in terms of impressions which your "Mrs. Smith" is making on other people, then you face a much more receptive person. There can be no denial that such an impression was made, since the impression is something created entirely in the mind of the other person. That is what you must deal with rather than whether or not "Mrs. Smith" was rude.

Most people are generous in excusing others if there is the slightest chance of a misunderstanding. And it can generally be said that people do not intentionally fail in their relationships with their fellow men. Usually, their failures are caused by their ignorance of the impressions they are creating. Impressions, then, are vital in human relationships and should be well understood and used by us who have to correct other people.

One way to get a person—child or adult—to “play along” with you is to let him choose between two alternatives, either of which will be acceptable to you. How this sound psychological principle was put to good use in dealing with a union that claimed violation of contract is told.

# Strategy in Union Negotiations

By BERNARD H. FITZPATRICK, Esq.  
Attorney, New York City

My phone rang, and I picked it up. It was Ed, our Treasurer. After the usual amenities he said, “Say, can’t we cut down to a four-day week if we want to?” I replied, “I dunno, Ed. What brings that up?” As legal adviser to the company, I was pretty sure I knew but I wanted a briefing in what was going on and what company officers thought about it before giving any final judgment.

“Well”, said Ed, “It’s this way. Our sales have fallen off and we’re piling up too much inventory.” (That worries Ed as the company’s treasurer). “So we determined three weeks ago to cut our main plant work week from five days to four days. The older employees started to grumble and put the bee on the union to insist that production cutbacks be accomplished by laying off junior employees instead of by operating on a four-day work week. The union has made a grievance of it and wants to bring us to arbitration on the question. Now, the way I see it, it’s our prerogative to schedule the work, and they can’t take us to arbitration on it, can they?”

## LAY-OFF OF JUNIOR EMPLOYEES WOULD HAVE DISRUPTED PLANT

For the benefit of the reader, let me explain why Ed was so concerned about the choice of cutback method. He resented the selfish attitude of the older employees who, in order to avoid a relatively small hardship for thousands, were willing to inflict a major hardship on others. But, while he did not like the normal consequences of a layoff, his major objection was that a layoff would cause serious operational difficulties. The company sold over three hundred different products of which somewhat more than half were manufactured in the main plant, each in a small non-integrated department. The seniority system was plant-wide, so that a layoff would require retraining of a substantial part of the work force.

“What argument is the union using?” I asked.

"Well", replied Ed, "they say that the company agreed to a standard work-week clause calling for forty hours". (Reads clause) "If any change is to be made it must be done in consultation with the union."

"Have you got a management rights clause in the contract?", I asked.

"No."

"Well, Ed, they can force you to arbitrate the issue, although I don't think they'll be successful in the arbitration."

"But isn't that such a clear right of management that they can't even take us to arbitration? I don't like them to get the idea that they can take us to arbitration on these management matters."

"No, it isn't so clear under your form of contract. How do you stand now on the retrenchment program?"

"Well," said Ed, "we'll get our inventory down where we want it in about two more four-day weeks."

"I'd say that the inventory overage of two days' production is not as important as keeping that issue out of arbitration. Your contract is a weak one on that point."

"I agree with you," replied Ed.

"Go back to the union," I said, "and tell them that you are resuming five-day operation next week. Give no explanation, and let me know whether they withdraw the grievance. There is a small possibility, you know, that if an arbitration goes haywire you'll be stuck for back pay for the senior employees."

"O.K.," responded Ed, "I'll try that and see what happens."

After a lapse of a few days Ed called again; "That deal went off all right. The union withdrew the grievance."

"Good," I said. "When we negotiate this contract next November you'll have to come over and negotiate a good management rights clause into it."

"Well", said Ed, "I'll be glad to come over, but how much payroll are you going to give me for bargaining?"

"What d'ya mean?", I replied.

"Look, mister", Ed said, "you've had this contract for nine years. It never had a management rights clause. You don't think I can get the union to agree to such a clause unless I give them something like a nickel an hour, do you?"

"That's a thought", I said. "But your experience under the contract as written has not been bad. Why stir up a hornet's nest now?"

"But this is an important matter. What'll we do?" Ed asked.

"Let's see now. You have two days overproduction left from the cancellation of your short-week program. Could you find three days more for me so that you could, without serious effects, shut the plant for an entire week?"

"Yes, our sales are still off".

"All right, put your secretary on the line and I'll dictate a letter to the union. Send it next week".

## Here's the letter:

Gentlemen:

We are still greatly concerned about the lag in our sales. Previously, when we curtailed our production to a four-day week, you claimed that our procedure violated the contract. Although we do not agree with your claim, nevertheless we are anxious to avoid even a doubt in the minds of our employees that we are not complying with the contract terms. We now inform you that, in order to prevent overproduction, we plan to close the plant for the week of . This will, of course, clearly not violate the forty hour standard work week clause and should be unobjectionable. Please let us know if there is any objection on your part.

Ed called about two weeks later. He wanted my approval of the following notice:

"By arrangement with (The union) the plant will, until further notice, operate on a four-day schedule, Monday through Thursday. The Company will return to a five-day week as soon as practicable."

"O.K.," I said, "you'll not be needing me in November."

"I guess not", he said.

## About The Authors

*Dr. Eugene E. Jennings.* This is another in a series of articles by Dr. Jennings who is at present Assistant Professor of Commerce at the University of Pennsylvania. He was formerly at the University of Wisconsin.

*Earl P. Johnson* has been engaged in public welfare and personnel work since his graduation from the University of Nebraska in 1934. He holds a Masters degree in public welfare administration from the University of Chicago. Previous to his coming to Frederick and Nelson, he was personnel and labor relations director for the Commercial Iron Works, Portland, Ore. He is past president of both the Portland and Seattle Chapters of the Pacific Northwest Personnel Management Association and in 1953 will be their general Conference Chairman.

*Bernard H. Fitzpatrick* was trained in the law, which he has applied chiefly in labor relations and personnel. His degrees are from Fordham University. After a number of years practicing law, specializing in labor relations, he became Industrial Relations Director of the Commerce and Industry Association of New York. In September 1949 we published an article by him on Job Evaluation.

*Robert J. Koch*, Office Manager, Michigan Hospital Service, Detroit, has been associated with this organization for 11 years. His present duties include being responsible for company-wide procedure, coordination, analysis, development and control, directing supervisory and employee training, job analysis and evaluation, forms control and communication. Mr. Koch has taught principles of office management at Wayne University for the past 3 years. He is a graduate of the University of Notre Dame.

*Geoff J. Mullins* has his BA and MA from the University of Houston. He expects to take his PhD there in June. He worked as vocational and educational counselor at the University of Houston for 2 years and as Acting Director of the Reading Clinic for 1 year. He is at present an instructor in the Psychology department and research associate at the Houston Speech and Hearing Center.

*Harley W. Mowry* is a candidate for the PhD in business and industrial psychology at the University of Houston. He holds degrees in personnel, management, and psychology from the University of Texas and the University of Houston. He has had several years experience in industrial and college personnel work.



A huge and rapidly expanding organization, venturing into a new field of public service, urgently required men of administrative capacity. How Blue Cross—Blue Shield went about developing such men from within their own ranks is here told by one who had a part in the program.

# Executive Development Program

By ROBERT J. KOCH, Office Manager  
Michigan Hospital Service, Detroit.

For the first time in the short history of Blue Cross and Blue Shield, a practical course of study for executives of both plans was developed last year.

The past ten years found Blue Cross and Blue Shield growing more rapidly than anticipated. Already the plans protect over 42 million people in the United States against the costs of hospital and surgical-medical costs. Understudies for key executive positions, the development of junior executives, and the build-up of a reserve of administrative personnel is a must for any expanding organization, including Blue Cross and Blue Shield. The few pioneers in the business, for the most part, are still active, yet men must be trained to fill their positions when necessity arises. Each year new plans are being formed and the problems of staffing these plans with capable leaders is important.

## EMERGENCY SITUATION MADE ACTION IMPERATIVE

Districts VII and VIII of Blue Cross—Blue Shield, which comprise the plans in Illinois, Indiana, Ohio and Michigan, were recently hard-hit by the illness of a few of their top executives. There was no one to step into their offices and assume responsibility. Something needed to be done, and quickly. These two districts of Blue Cross and Blue Shield serve close to nine million people.

Ralph Jordan, Executive Director of the Columbus, Ohio, Blue Cross Plan, and president of the two districts, appointed a committee of eight to investigate the possibilities of the development of personnel for key executive positions. Guy W. Spring, Executive Director of Indianapolis Blue Cross, was appointed chairman of the committee. Other members included approximately two men from each of the four states.

The Educational Committee first met in mid 1951. Three primary objectives were set forth. These were:

1. To broaden the perspective of present Blue Cross—Blue Shield executives.
2. To train personnel for key executive positions.
3. To stimulate training and development within the Blue Cross—Blue Shield Plans.

Then the big questions were: What institution is capable of handling the assignment? Where do you get help with a training program? One logical answer—a university—was almost lost in its simplicity. The decision was to investigate the Colleges and Universities in the four states, present the problem, and perhaps find a solution together.

In all, more than ten universities in the area were consulted. Most seemed willing to help. Yet it was not easy to find a university that could offer courses in the philosophy, spirit, theory, and operation of Blue Cross and Blue Shield. The University of Michigan at Ann Arbor was finally chosen. Sub-committees, which included faculty members and Blue Cross—Blue Shield people, were appointed to deal with hospital relations, sales, office management, and economics.

#### HOSPITAL SERVICE PEOPLE SERVED ON "FACULTY"

When the program began to take shape, four basic courses of study emerged. These were:

First, *Actuarial Principles of Prepayment Plans*. This course presented the basic concepts of risk and its transfer through insurance and pre-payment plans. It included a study of underwriting principles and of elementary rate-making and reserves. The whole broad field of disability insurance as related to hospitalization, medical and surgical plans was considered.

Second, *Health Economics*. A study of the general background of social and economic changes in American life and their relation to the development of modern medical care, public health services and preventive medicine. It included a detailed study of methods of measuring health needs, social and economic factors influencing health, ways and means of distributing medical services, standards and possible abuses of service, costs of hospital and medical care and the methods of meeting them.

Third, *Management Principles and Relations*. This course centered on fundamental phases of personnel administration. It dealt first with the appraisal and development of key people. It then progressed to administrative leadership. Causes of behavior in specific problem cases were explored, and clinical handling of this type of analysis was illustrated. Finally, the course presented some interviewing and conference skills needed for effective leadership and for the correction of problem situations.

Fourth, *Accounting for Management Control*. The aim of this course was to train administrators to use the accounting systems of their respective Plans with maximum effectiveness. It included a study of the fundamental methods of accounting

at an administrative level, including the accrual idea, control of volume, charting of accounts and development and use of the accounting system in rate making.

#### COURSE LENGTHENED TO INCLUDE WORKSHOP FEATURES

Early consideration was given to the time element. Professor Carl H. Fischer, program director for the University, suggested the training sessions be given for a ten-day period in each of two years. Reading assignments and follow-through of the class sessions to be continuous. This was agreeable.

But some application of Blue Cross—Blue Shield theory was wanted while the men were still at the University. To accomplish this, the University agreed to give courses during the mornings and have prominent Blue Cross—Blue Shield leaders use the afternoons for lectures and workshops. This, of course, required an alteration in the time element. Six weeks (three weeks each year) were then allotted for the program over the same two-year period.

Special textbooks were prepared by faculty members who were to participate in the program. These texts, combined with note-books for each course, gave the men something to review.

Fifty "students" took the program last summer, from August 4 to the 23rd. Most of the students were from area VII and VIII, but classes included observers from Blue Cross—Blue Shield Plans throughout the country. Present plans call for this year's sessions to correspond with last year's dates.

Students were assigned to comfortable living quarters in one of the modern dormitories for men. The Business Administration building on the University campus was used for classes.

Reading which is necessary in the course of his work is one of the most important—and time-consuming—activities of many executives. It follows that if executives can be helped to read faster, with better comprehension, they'll be more valuable to their companies.

## 21 Top Executives Learn to Read 216 % Faster

BY CECIL J. MULLINS AND HARLEY W. MOWRY, III  
University of Houston, Houston, Texas

The 17-week reading program outlined was evaluated in terms of dollars and cents saved by the company. It developed that an annual saving of over \$40,000 was effected, if we appraise the value from the standpoint that the group of executives had a set amount of reading to do each day (estimated at an average of 2 hours per person at the beginning of the course) and if we assume that the group spent the time saved in business activities other than reading.

If we take another tack and assume that these people had more reading to do than they could handle at the beginning of the program, and that after the training they still read an average of two hours daily, then the saving to the company was more than \$100,000 annually. This should be an argument strong enough to convince the most ardent doubter of the place of reading improvement in industry.

### 43-HOUR COURSE EXTENDED OVER 17 WEEKS

A great deal of material has been written in the past several years on the benefits of rapid reading. It has been pointed out that efficient reading has certain advantages no other communication medium can offer. An efficient reader, for example, can get much more information in a given period of time than from any radio or television presentation. Reading is the most efficient means of assembling data, of doing research, of communicating. This applies whether the reading is done solely for personal gain or whether it is done on the job, as part of the duties of an executive.

This reading improvement program was conducted by the University of Houston Reading Clinic, then under the acting directorship of Mr. C. J. Mullins, at the Texas City plant of Monsanto Chemical Company. The program was a complete,

long-term project (43 hours), beginning on March 3, 1952, and ending 17 weeks later, on June 26. Twenty-one top executives were officially enrolled. The usual problem of getting so many key men assembled at one time was met by dividing the course into two parts: a lecture period once a week to present the fundamentals of efficient reading, and staggered supervised, practice periods twice a week to convert knowledge of fundamentals into effective habits.

All 21 members were to meet as a group after work hours each Monday evening for lecture sessions. This meeting, under the guidance of Mr. Mullins, heard lectures on efficient reading and viewed the Harvard Reading Films. About 10 minutes of each group session were devoted to tachistoscopic training.

#### FILMS SUPPLEMENTED LECTURE AND PRACTICE PERIODS

In addition, each trainee was scheduled to report twice a week for a practice session with Mr. Mowry, who remained at the plant during the entire day each Tuesday and Thursday. It was planned that each member of the group spend one hour at each of the two weekly practice sessions. This was not always possible because of the demands of their regular duties. Sometimes the people could stay only for thirty minutes—sometimes an hour and a half. The average was about an hour. Schedules were prepared with the executives twice a week and arranged so that as few as possible would come in for practice at any one time. This allowed as much individual attention as possible to each executive and took as few key men as possible away from their jobs at any given time.

*Group meetings:* The Harvard Reading Films were shown in order, one film per week. These films are specially devised reading improvement aids, with the speed of reading gradually increasing. Each film was shown twice, first with the projector set on silent speed, and then with the projector reset on sound speed (50% faster). After each showing, the group took the comprehension check for the film just shown. No time was allotted to discussion of questions, as it was believed that other activities in this period were more valuable.

The Keystone Overhead Projector, with the Keystone Flashmeter, was used as a tachistoscopic training device. The material used, prepared on special slides, consisted of words and phrases taken directly from samples of the business reading of these executives.

The rest of each group meeting was taken up with lectures on efficient reading, and with questions and answers on the reading process generally and individual problems specifically.

*Practice meetings.* The practice meetings provided opportunity for practice on the Science Research Associates (SRA) Reading Accelerator, a device utilizing a moving shutter for controlling speed of reading. Special exercises were designed to give practice in the different phases of efficient reading, such as selection, vocalization, skimming, etc.

At the beginning of the course, trainees were asked to bring in simple materials, such as *Reader's Digest* or easily read novels. Shortly after the half-way mark, however, they were urged to bring in materials representative of their on-the-job reading, to insure transfer of the skills learned into their occupational reading. Also, as the course moved along, more effort was made to practice each individual member on the phase of reading which seemed to offer him most difficulty.

#### PROGRESS OF EXECUTIVE "STUDENTS" MEASURED WEEKLY

A testing device was needed which would provide at least two (preferably more) comparable testing situations to measure progress at different times during the program. The test must not be subject to the usual failing of standardized reading tests—to wit, that of including the time for answering the questions in the general reading time. It must give a score in words per minute.

The testing device which seemed to meet these qualifications most thoroughly was the group of SRA Reading Progress Checks. These checks come in different levels of difficulty. Level 2 was used in this program, inasmuch as this level is low enough in difficulty to measure the poorest readers in most groups, but high enough, in terms of interest, to measure the best readers. These progress checks were administered, whenever possible, once each week, in one of the practice sessions.

The problem of comprehension related to speed was solved by a measure which, it is believed, is original with Mr. Mullins. A measure which was called an "index of efficiency," or simply "index," was computed by multiplying words per minute by the percentage of comprehension. This gives a fairly close measure of *comprehended* words per minute, or speed of comprehension. Thus, a person reading at a rate of 200 words per minute with 100% comprehension would actually be absorbing about the same amount of material as another person reading at a rate of 400 words per minute with 50% comprehension. This measure gives a figure by which progress is more exactly comparable between different speeds and different levels of comprehension.

The group began with an average reading speed of 257 words per minute. Average comprehension was 73.5%. Thus, the average index (words per minute x percentage of comprehension) was 188.9. At the highest peak of improvement, one week before the end of the course, the group average reading speed was 811 words per minute. Average comprehension was 75.5%. The average index was 612.5. Improvement over the starting point was 216% in terms of words per minute, 2% in terms of comprehension, and 224% in terms of efficiency index. To state this another way, using the index only, the reading efficiency of the group, at its peak of improvement, was 3.24 times the starting rate.

Of the 21 executives enrolled in the program, the only ones who did not reach at least 100% improvement in both words per minute and index were three men who had to miss more than half of the total program.

Strong Personnel Associations in many sections of this country and Canada are doing much to raise the sights of personnel people and increase their stature. Annual meetings often highlight the year's activities. This is an on-the-spot report of one such meeting.

# Pacific-Northwest Personnel Conference

BY DORIS D. HAY

"Unfinished Business" was the topic of the recent conference of the Pacific Northwest Personnel Management Association conference at Victoria, B. C. A great deal of thought had gone into the planning of sessions. "Loose Ends" was the descriptive title of the six simultaneous problem clinics, which were repeated so that members could attend different sessions. I noticed that many people went back for more of the same lively discussion instead of wandering around sampling.

Among clinic leaders were two women, Miss J. Meryl Campbell of the B. C. Civil Service Commission, and Miss Cecelia Burt of Hudson's Bay Company, whose clinic dealt with training problems. Industrial relations problems were discussed under the chairmanship of W. C. Fulweiler, Secretary, Flour, Feed and Cereal Employers Association. Neil K. Smith, Assistant Vice-President Seattle First National Bank, was the leader on job analysis and evaluation. Incentives and welfare were discussed under C. W. Voris, Washington State College. Communications and public relations were covered in the group led by R. S. Leighton, of Frederick and Nelson.

Nancy Hodges, Member of the B. C. Legislative Assembly, who writes a column for the Victoria Daily Times, was an admirable luncheon speaker. She called attention to the great need for further planning by business for employment opportunities for minority groups, and for study leading to annual wage plans, and work or adequate pensions for older people.

Two sessions were devoted to the Personnel Department. The editor of *Personnel Journal* described an ideal set-up for a personnel department. At a later session he also participated in a panel discussion on the cost of personnel activities. E. D. Macphee of the University of British Columbia and J. C. Hewson of Stevenson and Kellogg took part too.

"Shop-talk" was the title of the Saturday morning session. This was a most

unusual and successful one. Six ten-minute reports on "What's new in my company" made up an unusually interesting hour. Mr. Rudolph Elmer of Handcrest, Inc., Seattle, Washington, told of his company's growth. A special feature of his manufacturing business is that while all his employees are blind, the business is conducted not as a charity but on a competitive basis. The employee recreation program at the Hyster Company of Portland, Oregon, includes rifle shooting. A rifle range has just been built by employee volunteers, including engineers and carpenters, but the majority without any special building skills. Wives and children of employees may use the range at specified times. The Jantzen Company of Portland is working on improving employee understanding of problems faced by management. The annual report is sent to each employee. This is a complete statement of the company's affairs, and also tells of hopes for the future. Discussion and questions are encouraged. Parties and picnics for workers are plentiful. A recent success was a style show. Whenever a party is given, members of the board of directors as well as all executives are invited and usually attend. How a department store carries out its policy of promotion from within was told by Earl P. Johnson of Frederick and Nelson, Seattle. A personnel inventory is kept of each employee. Committees discuss each person's progress. People are then classified as (1) Promotable (2) Needing further training (in which case training is arranged for) (3) Satisfactory on the job, but not ready for advancement. A color chart shows the situation in each department. J. D. Mullin of Pacific Telephone and Telegraph Company told briefly how his company finds out what their executives think about their jobs. A questionnaire was made up of 120 pre-tested questions. This was answered anonymously, with comments requested. After the survey, interviews were conducted to make sure the answers were truly representative. How the Boeing Airplane Company helps employees keep their finances in order was outlined. A petty cash fund, administered by the personnel department, is used to help out in emergencies requiring a moderate amount of money. For large necessary expenditures where savings are insufficient, the company credit union takes over. In extreme cases where an employee is deep in debt and lacks the experience or back-ground to do his own planning, a budget plan is worked out with him, and payments to debtors are allocated.

High-light of the conference was Larry Appley's dinner speech which brought the audience to its feet applauding. His main thesis was the future probabilities for personnel men. Competitive survival in the future will depend on the competence of management to increase individual productivity of workers. Good personnel administration will lead to success in this. Greater care must be taken in dealings with employees through every stage of their relationship with the organization, he said.

A number of wives had come along to enjoy the beautiful city of Victoria, and the entertainment provided for them by the women's committee. Quite a few attended working sessions with their husbands.



# BOOKS

Reviewed by EILEEN AHERN

**PERSONNEL INTERVIEWING.** By James D. Weinland and Margaret V. Gross. New York. The Ronald Press Co. \$6.00.

It is some time since we have had a book-length publication on personnel interviewing. Still very useful, of course, are Bingham's "How To Interview", and the American Management Association's Research Report No. 9, "Manual of Employment Interviewing", by Drake. Less well-known in the personnel field, unfortunately, is Annette Garrett's "Interviewing—Its Principles and Methods".

Recent developments in research and various applied fields have added to the store of knowledge about interviewing—for example, the non-directive, group, board, and stress interviews. So this new book is welcome because it presents up-to-the-minute material on interviewing in our own field. Mr. Weinland is Professor of Business Psychology at New York University, and Miss Gross was formerly Assistant to the Personnel Manager at Phillips-Jones Corporation. Their collaboration in this book has resulted in good integration of theory and practice. The authors evaluate the various interviewing procedures in accordance with management's purposes in using them, or considering their use in certain situations.

**WOMAN AT WORK: THE AUTOBIOGRAPHY OF MARY ANDERSON.** As told to Mary Winslow. University of Minnesota Press, Minneapolis. \$3.50.

This is the story of a remarkable woman whose life has been devoted to the betterment of working conditions for wo-

men. Mary Anderson was director of the Women's Bureau of the U. S. Department of Labor for twenty-five years, from its inception until her retirement in 1944. Her autobiography encompasses almost every movement in this country, and international efforts as well, for the benefit of women workers. This story will be new to younger personnel executives, and for the old-timers it will throw many major events of the last quarter century into interesting perspective.

Through Mary Winslow, who had a part in many of the same movements, Miss Anderson tells her story—a typical American success story of opportunity and hard work. She came to America from Sweden at sixteen and her first years here were spent as a domestic, an exploited factory hand, and a trade union organizer. Miss Anderson describes the long and bitter struggles for unionization of the garment, shoe, and other industries in Chicago, and achievements that came after. She tells of her career in the federal service and her efforts to bring about better employment standards for women, including equal pay for equal work—a principle now widely endorsed but still highly controversial as a legislative issue. (Thirteen states now have laws prohibiting discrimination in pay on the basis of sex alone.)

All this material of course is included in other books relating our economic and labor history. But it comes alive in this book, tied up as it is with one person's pioneering efforts. Other personalities involved in these events are described and appraised with perspective.

INDUSTRIAL PRODUCTIVITY: AN ECONOMIC AND SOCIAL ANALYSIS. Edited by L. Reed Tripp. Madison, Wisc. Industrial Relations Research Association. 224 pages, \$3.00.

It looks now as though the Wage Stabilization Board has abandoned the idea of coming out with a formula for raising wages on the basis of "productivity". But now that the subject has caused so much argument, the productivity issue will remain a factor in wage bargaining. For this reason we call attention to this publication which was noted briefly once before in *Personnel Journal*.

It is a collection of 12 studies of different aspects of industrial productivity by men who know something about it. First, Hiram S. Davis of the Wharton School of Finance and Commerce discusses the fundamental problem of what the term "productivity" stands for and the difficulties of measuring it. Before production can be achieved, much besides labor is necessary—for example, equipment and facilities, materials, managerial skill and money invested. Mr. Tripp, in the final chapter, cites methods which have been used to measure productivity in individual plants and to single out the factors responsible.

Other chapters and their authors include: "Trade Union Activities and their

Effect upon Productivity," by Solomon Barkin of CIO's Textile Workers Union; "Factors Affecting Interplant Differences in Productivity," by Samuel Thompson of the Bureau of Labor Statistics, "Management Techniques for Stimulating Productivity," by Joseph M. Juran of New York University, and "Research, Technology, and Productivity," by Yale Brozen of Northwestern University.

HOW ARBITRATION WORKS. By Frank Elkouri. Washington, D. C. The Bureau of National Affairs Inc. \$5.50.

This book will be interesting and helpful to many in business and industry. It is not written in a manner which would make it suitable for a broader audience. It also falls somewhat short of what a specialist in arbitration would like to see, for it emphasizes the legalistic aspects—a feature that is not an essential characteristic of arbitration, especially labor arbitration.

Besides describing arbitration tribunals and the way they operate, the selection of arbitrators by the parties, and such matters, the author has culled from published awards evidences of standards used by arbitrators in deciding certain types of issues, or evidences of trends in decisions on specific issues.

## Other Recent Books

READINGS IN EXPERIMENTAL INDUSTRIAL PSYCHOLOGY. By Milton L. Blum. New York: Prentice-Hall, Inc. \$6.35.

This reprinting of over sixty articles and excerpts from monographs is designed primarily to be used for supplementary reading in a course in industrial psychology. The major emphasis is placed on the experimental nature of industrial psychology and the importance of gathering objective data.

The book is divided into five parts which deal with (1) personnel problems, such as employee selection and training; (2) human relations, interpreted broadly to include motivation, labor-management problems and the effects of music on production; (3) engineering psychology, or human problems related to machine design; (4) research dealing with consumer preferences and advertising problems; and (5) new ideas in industrial psychology, such

as the Flesch reading ease formula and the forced-choice method of rating.

No attempt has been made to cover all the subjects that could have been included in each part of the book. The articles are rather illustrative of the best type of psychological research that is being done in industrial psychology. Some of the articles describe experiments with negative results. This points up the fact that it may be very significant that a given theory or hypothesis did not work out in actual practice. It is interesting to note the number of contributions that have to do with work in the armed forces. Professor Blum hopes that it will encourage the offering of courses in experimental industrial psychology to have assigned readings available in this convenient form.

At first glance it might seem that this book would be more useful in a classroom than on the bookshelf in a personnel office. Certainly no one industrial psychologist is asked to deal with all the types of problems presented here. Perhaps, however, this is the real value of the book to the personnel worker—to broaden his vision of the role of the psychologist in business and industry. The articles are interesting and meaty and no one can browse through the book without getting some new ideas. A careful reading would serve as a refresher course in experimental industrial psychology.

Some of the articles may suggest experimental methods and procedures to those considering research projects. Others may wish to repeat the experiments, perhaps with local modifications, to see whether the same results would be obtained in their particular company. If you are printing a new application blank, studying the differences between satisfied and dissatisfied workers, or evaluating a proposed advertising program, this book may help you to gather objective data to deal with the problem experimentally.

Eugene E. Jennings

HOW TO SUCCEED IN BUSINESS WITHOUT REALLY TRYING. By Shepherd Mead. Simon and Shuster, New York, 1952. 148 pages. \$2.50.

Few, if any, business executives have mastered all the dastardly tricks and artful dodges that are so lucidly explained in this "Dastard's Guide to Fame and Fortune". But every businessman at times has used variations of some of them, and will be vastly amused at this exposure by an expert of what goes on in junior and senior executive circles. "Exactly how Thistlewaite got ahead!", you'll chuckle to yourself time and again. Most of the fun in reading this book will be in putting various "Thistlewaites" you have known into their respective slots.

For example, who hasn't known a terrific memo writer? "You will soon learn," says the author, "that the heart, the very lifeblood of modern business is the interoffice memo. If you're a good man with a memo you have small cause to worry. The memo, like the meeting, is concerned only incidentally with its apparent subject. The main object of the memo is to *impress the people who read it*. The neophyte can be spotted quickly. He comes right out and states his business. Since very few problems can't be covered in a paragraph or two, the reader is finished with it rapidly, and the whole point of the memo is lost. A good man can expand the simplest subject into three or four closely written pages, during the course of which he can inject sympathetic understanding, wit and a few well-chosen anecdotes. Those who read it will see that he not only has a complete grasp of the subject and of the entire industry, but that he is a capital fellow, and is somehow slightly above the whole thing".

The author goes on to say that the waste in memos is staggering, and gives a sure-fire way to get memos read. "Address them to the highest officer who might be even remotely connected with the subject"

—and send copies to all those you're trying to impress. These people will have to read it on the chance that Biggely *might* possibly read it and refer to it. This makes it unnecessary to route the original copy to Mr. Biggely himself.

We wouldn't think of recommending some allegedly funny books about business and business shenanigans, which are so ridiculous as to be only rather embarrassing. This one we do heartily recommend. The author, a vice president of a large advertising agency, Benton & Bowles of New York City, knows whereof he writes and writes well.

**EXECUTIVE SUITE.** By Cameron Hawley. Houghton Mifflin Co. with Ballantine Books Inc., Boston, 1952. Published simultaneously as a hard-bound book at \$3.00, and in a pocket-size paper-covered Dolphin edition of 346 pages, at 35¢.

Here is a book that, while it entertains and relaxes as any good novel should, at the same time will give personnel people more insight. It's an absorbing story of five top executives and what they feel and think and do when the company president dies suddenly without having indicated his choice of a successor. Each of the five, at least in his own mind, momentarily becomes the most logical candidate for the high office which only one can win.

It is evident that the author knows business and business people. He should, because until quite recently he was a high executive with a large manufacturer. But it is evident, too, that he knows how to write—an activity which must have demanded every spare minute he could find for it, judging by his output of almost two hundred radio and television plays, and of movie scripts, and stories in many leading magazines, including the Saturday Evening Post.

Some business novels—we're thinking of *The Hucksters*—are overdrawn, exaggerated almost to the point of nausea.

This one seems to us true to life. Yet it is full of dramatic incident and action. We think you'll enjoy it.

**PSYCHOLOGY IN INDUSTRY.** By J. Stanley Gray. McGraw-Hill Book Company. New York, 1952. 401 pages. \$5.00.

This might be called a typical textbook. But it is one that places more emphasis than most on the factual and practical rather than the theoretical. Mr. Gray is a Professor of Psychology at the University of Georgia.

Among chapters that should be most useful to personnel people is one of three by Dr. Karl C. Garrison, on morale. This tells several ways to determine the state of employees' morale, what workers need for good morale, and how to build toward satisfaction of these needs.

The publisher points out that the volume discusses "many topics not usually covered in books of this nature." So the reader will be less surprised to find, in a book on psychology, so much attention given to work methods, to economy of motion, and to the work of Frederick Taylor and Frank Gilbreth along this line. Twenty-eight pages about nutrition and rest—mostly nutrition—seems like plenty, too.

Considering the book's broad scope, perhaps one could hardly expect every subject to be treated satisfactorily to experts in particular fields. Disappointment may be expressed, for example, with the chapter on wages and job evaluation without detracting greatly from the book as a whole. That chapter seems neither quite sound nor practical, and reveals lack of understanding of some evaluation methods.

To the working personnel person, such a comprehensive text as this may be more valuable for what it suggests than for what it teaches. It does suggest broad avenues that personnel directors could well explore if looking for ways to make themselves more valuable to their companies.

# In Perspective . . . . .

## PERSONNEL JOURNAL'S Guide to Selected Reviews of Management Literature

CREATING AN INDUSTRIAL CIVILIZATION. Edited by Eugene Staley. New York: Harper & Bros. 1952.

Reviewed by F. E. Verdin in *Management Review*, October 1952

by Eileen Ahern in *PERSONNEL JOURNAL*, November 1952

by Charles W. Coulter in the *Annals of the American Academy of Political and Social Science*, November 1952

COMPULSORY LABOR ARBITRATION IN FRANCE, 1936-1939. By Joel Colton. New York: King's Crown Press, 1951.

Reviewed by Henry W. Ehrmann in the *Annals of the American Academy of Political and Social Science*, March 1952

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in *Labor Law Journal*, October 1951

FOREMAN TRAINING IN A GROWING ENTERPRISE. By A. Zaleznik. Boston: Harvard Univ. Press. 1951

Reviewed by Willison H. Form in the *American Sociological Review*, April 1952

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GOVERNMENT AND COLLECTIVE BARGAINING. By Fred Witney. Phila.: J. B. Lippincott, 1951

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by Boris Stern in *Monthly Labor Review*, October 1951

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HUMAN FACTORS IN MANAGEMENT. Edited by Schuyler Dean Hoslett. New York: Harper & Bros. 1951 Revised Ed.

Reviewed by Everett Reimer in *Public Administration Review*, Summer 1952  
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JOINT CONSULTATION IN BRITISH INDUSTRY. National Institute of Industrial Psychology. London: Staples Press, 1952

Reviewed by A. K. Rice in *Human Relations*, Vol. 5 #2 1952

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THE LABOR PROBLEM IN THE PUBLIC SERVICE. By Morton Robert Godine. Cambridge, Mass.: Harvard University Press, 1951

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THE MAN ON THE ASSEMBLY LINE. By Charles R. Walker and Robert H. Guest. New Haven: Yale University Press, 1952

Reviewed in *Human Organization*, Spring 1952

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Reviewed in *Supervision*, August 1952

by Ordway Tead in *PERSONNEL JOURNAL*, October 1952

by Harry Ober in *Monthly Labor Review*, October 1952

by Robert N. McMurry in the *Annals of the American Academy of Political and Social Science*, November 1952

PSYCHOLOGY AND THE INDUSTRIAL WORKER. By E. G. Chambers. Cambridge Univ. Press. 1951

Reviewed by Frank J. Harris in *Personnel Psychology*, Autumn 1952

by Robert N. Wilson in *Industrial and Labor Relations Review*, October 1952

by Elizabeth Livingstone in *Psychology at Work*, November 1951

READINGS IN PERSONNEL ADMINISTRATION. By Paul Pigors and Charles A. Myers. New York: McGraw-Hill. 1952

Reviewed by Eileen Ahern in *PERSONNEL JOURNAL*, June 1952

by L. W. Vaughan in *Personnel Administration*, July 1952

by Marvin Bower in *Management Review*, August 1952

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SUCCESSFUL EMPLOYEE BENEFIT PLANS. By the Editorial Staff of Prentice-Hall. New York: Prentice-Hall. 1952

Reviewed by Jack C. Stachle in *Management Review*, August 1952

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by Eileen Ahern in *PERSONNEL JOURNAL*, November 1952

MANPOWER RESOURCES AND UTILIZATION. By A. J. Jaffe and Charles D. Stewart. New York: John Wiley and Sons Inc. 1951

Reviewed by Aura-Lee Ageton in *Public Personnel Review*, January 1952  
by Gladys L. Palmer in *Monthly Labor Review*, December 1951

PRINCIPLES OF INDUSTRIAL MANAGEMENT. By L. P. Alford, Revised and Rewritten by H. Russell Beatty. New York: Ronald Press Co. 1951

Reviewed by E. H. Koenig in *Advanced Management*, October 1951  
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by Florence Peterson in *American Economic Review*, December 1951  
by Peter Seitz in the *Industrial and Labor Relations Review*, October 1951

THE U.A.W. AND WALTER REUTHER. By Irving Howe and B. J. Widick. New York: Random House, 1949.

Reviewed by Saul Wallen in *Industrial and Labor Relations Review*, October 1950.  
by Wellington Roe in the *Saturday Review of Literature*, December 24, 1949.  
in the *Monthly Labor Review*, October 1949.  
in the *New Yorker*, September 17, 1949.  
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by John R. Coleman in *Mechanical Engineering*, April 1950.  
by Paul K. Hutt in the *American Sociological Review*, February 1950.

WHAT'S AHEAD FOR AMERICAN BUSINESS. By Sumner H. Slichter. New York: Little, Brown and Co. 1951.

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HERITAGE OF CONFLICT: LABOR RELATIONS IN THE NON-FERROUS METAL INDUSTRY. By Vernon H. Jensen. Ithaca: Cornell University Press, 1950. 495 pages.

Reviewed by Van D. Kennedy in *Industrial and Labor Relations Review*, January 1951.  
by William S. Hopkins in *American Economic Review*, December 1950.

THE FUTURE OF DEMOCRATIC CAPITALISM. By Thurman W. Arnold and others. Philadelphia: University of Pennsylvania Press. 1950. 1112 pages.

Reviewed by Ewan Clague in *Monthly Labor Review*, October 1950.  
by Walter Adams in the *Annals of the American Academy of Political and Social Science*, January 1951.

# Personnel Research

*Pre-Testing Saves Training Costs.* By Calvin W. Taylor. University of Utah. *Personnel Psychology*, Vol. 5, No. 3, Autumn, 1952, 213-239.

The subjects in this study were soldiers during World War II who were sent to Ordnance School to take a 12-week automotive mechanics course. The course was divided into three four-week phases, each of which prepared the students for the next more advanced type of mechanical work.

Since many students arrived at the school with considerable background and experience as auto mechanics, it was decided to develop a screening test battery that would identify those who could bypass the first four-weeks (Phase 1) and successfully pursue the balance (Phases 2 and 3) of the training course. An experimental battery of 15 tests was tried out and a final selection of five screening tests was made. The five screening tests were: an experience check list, a multiple-choice paper and pencil test, a film strip test, and two performance tests. The film strip test proved to be more valid than any other type in the experimental battery. Various methods of scoring performance tasks were tried and the results clearly favored accuracy over speed scores.

The second part of the study was a skipping experiment in which the 60 highest scoring and the 60 lowest scoring soldiers on the tests in the final battery were permitted to by-pass the first phase of training. The results showed that the entire high-scoring group succeeded in the last eight weeks of training. They were significantly more successful than the control-skipped group, although most of the low-scoring group also achieved minimum success in the last two phases.

A follow-up study was made to determine the effectiveness of the final battery

in personnel cost accounting terms. After the battery of five tests was installed officially, 178 out of 807 students were allowed to skip the first four weeks of training during a six months period. Once again the skipped students achieved significantly higher final average grades than the typical students who took the complete 12 weeks course. A saving of training time of 4,984 man days or 13.7 man years was brought about at this one school by the use of the final screening tests for the half-year period. The results suggest that lower cut-off scores might have been used, thus increasing the number identified for skipping.

As the studies progressed the reaction of the instructors became more and more favorable. The testing program was a good way to start the course because it gave the men objective evidence of their strong and weak points. It was good for the morale of the qualified students to be allowed to skip, since these students then became challenged rather than bored by the course.

The group tests and the performance tests used in the study are described in considerable detail. Careful tables of means, standard deviations, and critical ratios are presented by the author to support his conclusions.

*How Supervise? Scores Before and After Courses in Psychology.* By Frederic R. Wickert, Michigan State College. *Journal of Applied Psychology*, Vol. 36, No. 6, December, 1952, 388-392.

Four groups of students at Michigan State College, each group at a successively more advanced level of training with respect to knowledge of human relations principles, were given the File-Remmers test *How Supervise?* before and after each of four successively more advanced courses in psychology.

A previous study by Karn had re-



ported that 108 college students showed a gain in scores when tested before and after a course in psychology, and that a control group of 104 college students did not gain significantly when tested before and after a course in English literature. The present study was designed to supplement Karn's work and to test the validity of *How Supervise?*

The results indicated that gains in mean scores for the four groups corresponded closely to the amount of human relations training believed to have been included in each of the four psychology courses. If it is accepted that the courses in psychology were teaching the attitudes and understandings that enter into good human relations, then the results may be taken to show some validity for *How Supervise?* as a test of such attitudes and understandings.

*A Neglected Concept in the Study of Job Satisfaction.* By Joseph Weitz, Life Insurance Agency Management Association, Hartford, Conn. *Personnel Psychology*, Vol. 5, No. 3, Autumn, 1952, 201-205.

This paper discusses the problem of the relation between job satisfaction and general satisfaction. A worker's stated sources of job dissatisfaction are more meaningful if we can get some idea about how generally dissatisfied he is with everyday life. It is no doubt true that some individuals gripe more than others, and the number of dissatisfactions he mentions in connection with his job should be studied in relation to some "gripe index" of the individual.

The author devised a simple test of General Satisfaction consisting of 22 items. The subject is asked to check the appropriate column to indicate whether he is satisfied, dissatisfied or neutral toward such items as "telephone service," "the city in which you live," "automobile prices," "the school your child is attending," "our foreign policy," and "your last boss."

The reliability of the test was studied by the split-half method, and a correlation of .75, corrected by the Spearman-Brown formula, is reported. When the number of general dissatisfactions checked was correlated with the number of specific job dissatisfactions the correlation was found to be .39.

The author is continuing his study and hopes to validate the test against the criterion of job termination or quitting. He is presenting his findings at this time in the hope that others will use such a test of general satisfaction in different groups and relate it to job satisfaction and job behavior.

*The Relationship between the Predictive Power of Aptitude Tests for Trainability and for Job Proficiency.* By C. W. Brown and E. E. Ghiselli, University of California. *Journal of Applied Psychology*, Vol. 36, No. 6, December, 1952, 370-372.

Not enough attention has been paid to whether the types of abilities important in learning the skills and knowledges required for a job are the same as those that are important for performance after these skills and abilities have been acquired. Can measures in one of these areas (learning, or job proficiency) be used to predict success in the other area?

The writers of this report have developed a file of investigations conducted in the United States since 1919 relative to the validity of tests. From this file it was possible for them to obtain a summary of the findings concerning the validity a particular type of test has for a particular occupation either with respect to training or with respect to job proficiency. 127 pairs of validity coefficients were available. The coefficient of correlation between training and job proficiency was found to be .17, and indicates that there is only a slight tendency for a test that proves useful in predicting trainability also to be useful in predicting job proficiency.

# Across the Editor's Desk

## With the Local Personnel Associations

THE PERSONNEL MANAGEMENT COUNCIL of *Syracuse, New York*, announces the following officers for 1953: President, Earl N. Hurd, Camillus Cutlery Company; Vice President, John E. Heselden, New York State Publishers Association; Secretary-Treasurer, S. J. Ciciarelle, Manufacturers Association of Syracuse.

THE PERSONNEL ADMINISTRATION ASSOCIATION of *Baltimore* heard a report presented by the American Telephone and Telegraph Company at their December meeting. The report was on "Management Attitudes" and is the result of an extensive study made by the company.

THE NEW YORK PERSONNEL MANAGEMENT ASSOCIATION gave members a Christmas party with nothing to improve members' minds, no experts, and no intelligent questions . . . just a good time. It was a refreshing holiday meeting.

THE PERSONNEL MANAGER'S ASSOCIATION of *Ithaca, New York*, listened to Professor Paul Gordon discuss his research in "Hospital Personnel Administration" recently. Officers elected for 1952-'53 were Charles Dolan, chairman; Harold Palmer, vice chairman; and Mort Curchin, secretary.

THE KENTUCKY SOCIETY OF TRAINING DIRECTORS announces their officers for 1952-'53. Cloyd S. Steinmetz, Reynolds Metals Company, is President. Vice President is M. A. Hiller, International Harvester Company. J. Manczyk, Joseph E. Seagram and Sons, is the Treasurer.

THE PITTSBURGH PERSONNEL ASSOCIATION puts out a mimeographed newsletter which lists members, gives personals, and

reports on meetings. There are even some want ads in this useful letter. "What's New in Personnel Work" was the subject for the November meeting. The speaker was H. H. Anderson, Vice President, General Motors Corporation.

THE MONTREAL PERSONNEL ASSOCIATION met on December 15th. H. J. Clawson, Director of Industrial Relations, Crane Limited spoke on "Union Shop."

THE NEWSPAPER PERSONNEL RELATIONS ASSOCIATION issues the NPRA News. The headlines in this mimeographed sheet read like real newspaper headlines: "Burlington Free Press Finds Opinion Survey Encouraging, Significant;" and "Research Launched, St. Louis Conference Program Jelled, as Executive Board Labors in Fall Meet." Officers of the Association are Stewart Hooker, of the Philadelphia Inquirer, President; J. C. Rumble, Louisville Courier-Journal, Vice President; and Harold S. Bates, Burlington Free Press, Secretary.

THE TOLEDO PERSONNEL MANAGERS' ASSOCIATION considered "Industrial Safety" at their November meeting. The speaker was E. J. Meyers, Assistant Manager, Safety and Fire Protection, E. I. du Pont de Nemours and Co., Inc.

THE NATIONAL INDUSTRIAL ASSOCIATION publishes a newsletter reporting on the activities of recreation associations in various industries. They also send out notes, punched to fit in a notebook, from their *Idea Clinic*. Both publications are full of helpful suggestions for Personnel Directors and Recreation Association officers. The address of the Association is 203 North Wabash Avenue, Chicago 1.

THE PERSONNEL MANAGERS CLUB of the *Greater Boston Chamber of Commerce* had a buffet dinner December 9th. Professor R. J. Roethlisberger, of the Harvard Graduate School of Business Administration spoke on "What the Administrator Administrates."

THE WOMEN'S PERSONNEL GROUP of *Philadelphia* held a panel discussion on indoctrination of employees at their November meeting. Bertha Bradford headed the panel.

THE COMMERCE AND INDUSTRY ASSOCIATION of *New York* staffs fourteen specialized bureaus whose services are used daily by members. An indication of the scope of these services is found in the items discussed in the Association Bulletin. The November Bulletin discusses "Vacation Tied into Laundry Wage Base Order Protested."

THE CALIFORNIA TRAINING DIRECTORS' ASSOCIATION met December 10th to hear Commander C. A. Karaberis talk on "Cost Consciousness vs. Communism." Commander Karaberis posed the problems of shortages in manpower, materials and money that must be met in dealing with the threat of Communism.

THE PERSONNEL MANAGEMENT ASSOCIATION of *San Diego* was the guest of San Diego State College in December. The Association heard college students debate on "Should Congress Enact a National Fair Employment Practice Law?"

THE PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION of *Los Angeles* have invited the ladies to attend their January meeting. Larry Appley was to speak.

THE INDUSTRIAL RELATIONS ASSOCIATION of *Chicago* discussed "Attitudes and What To Do About Them" at their December meeting. Robert K. Burns, Professor of Industrial Relations and Executive Officer, Industrial Relations Center, The University of Chicago, was the speaker. He talked about ways of diagnosing the nature and intensity of attitudes: the determination of what ought to be done about them; and methods, including examples, that are being used for changing attitudes.

THE INLAND PERSONNEL ASSOCIATION of *California* learned about "Employee Attitudes" at their December meeting. The speaker was Ward J. Jenssen, Director of the Applied Psychology Association of Los Angeles.

## Attending the Conferences

HUMAN RELATIONS IN ADMINISTRATION will be the subject of an intensive four-week program at *Cornell University*. The program will be given January 18 through February 14, by the Cornell faculty, augmented by prominent leaders from business and industry. The program is designed for the promotable executive from middle management, who wants to broaden his perspective and his knowledge of leadership development and employee relations.

### THE DEVELOPMENT OF TOP EXECUTIVES

is the purpose of a training program conducted by the *American Management Association*. Three two-day orientation seminars offer actual instruction, drill, and practice in the fundamentals of management development. Four basic steps are covered; the inventory of present executives and probable successors, the review of executives' potentialities for advancement, the "counseling interview" to help executives discover their strengths and weakness and what to do about them, and the application of specific techniques to develop those individuals.

INDUSTRIAL EDITORS WILL MEET WITH MANAGEMENT at a resident seminar sponsored by the *House Magazine Institute*. The seminar is scheduled for January 12, 13, 14, at Columbia University. Moderator

and Director is Roscoe Ellard, of Columbia University. Topics under discussion include, "Who is Listening and to What Effect?" "How to Talk to Your Readers," "How to Compose Pictures."

## Looking Over the Employee Magazines

PROVIDENT MUTUAL LIFE INSURANCE COMPANY of *Philadelphia* publishes an attractive magazine, *Between Ourselves*. Most of the October issue is devoted to the second Provident Hobby Show. There is also an account of a Flower Show, and the activities of the Provident Field Club. Write-ups and pictures call attention to anniversaries celebrated by employees who have worked thirty or thirty-five years with the company. Tournaments, vacations, and a new home office telephone directory are also mentioned. The editor of this very complete magazine is Marion Ruth Tuckey.

AMERICAN MANAGEMENT ASSOCIATION prints its *Management News* on coated green paper. It is punched for notebook filing, and contains articles worth keeping. A section on research and information is certainly worthy of the notebook. "Integration of Minorities into American Economic Life" is the title under the research heading in the October issue. There is a picture section in the magazine, and meetings are announced, trends in business described. Lawrence A. Appley, President of AMA, writes a section called the "President's Scratchpad."

THE COUNCIL OF PROFIT SHARING INDUSTRIES publishes a small magazine, *Profit Sharing Newsletter*. The November number reports on the Fifth Annual Conference held in Philadelphia, Nov. 6-7, with an attendance of more than 600. The theme of the conference was "How Profit-Sharing Increases World Wealth."

BOTANY MILLS INC. offers industrial editors a service by sending out a glossy print of a model wearing some article knit of Botany yarn, together with detailed instructions for making the garment. Interested readers may be given free instruction sheets supplied by Botany. Botany Mills Products Division, Department WY, Passaic, New Jersey, is the address.

THE INTERNATIONAL COUNCIL OF INDUSTRIAL EDITORS invites editors to compete for 159 awards. Publications may be submitted under categories of format—Class A; Magazines, offset or letterpress; Class B; Newspapers, offset or letterpress; and Class C; Special process publications, such as multilith, or mimeograph. Publications must bear datelines from January 1, to December 31, 1952 inclusive. Deadline is February 7, 1953. Bill Brittain is the chairman, and may be addressed at Room 1623, Arcade Building, St. Louis 1, Missouri.

THE HOUSE MAGAZINE INSTITUTE held a meeting on November 20. William I. Nichols, editor of *This Week* magazine spoke on "The Coming Revolution in Magazines." *This Week* is said to have the largest circulation of any magazine in the world. Mr. Nichols believes that the future in magazines belongs to the great mass circulation publications and to the small, specialized periodicals such as those edited by HMI members.

THE LAND TITLE BANK AND TRUST COMPANY of *Philadelphia* in its employee magazine *Landmark* has recently carried a

series of articles "How Do I Get a Raise in Salary?" The series, written in the form of questions and answers, is illuminating. Part I is on "Job Evaluation." Part II is "Performance Rating." Part III is "Salary Review." The last article asks, among

other questions, "On what qualities am I performance rated?" The author lists interest, knowledge, quality of work, amount of work, dependability, ability to grasp and retain instructions, cooperation, judgment, initiative, appearance, and temperament.

### What's New in Publications

THREE USEFUL HANDBOOKS WERE PICKED UP AT THE MERCHANTS AND MANUFACTURERS ASSOCIATION IN LOS ANGELES. *Conference Leader Training* is 17 mimeographed pages published in cooperation with the office of the Los Angeles County Superintendent of Schools. The material is arranged to fit into a series of training sessions. Objectives of the course are to develop an ability to make a conference plan, formulate a clear statement of a problem, make problem analysis charts work effectively, use questions skillfully and lead a conference. The course seeks to develop an understanding of the duties of a conference leader as well as of the conference member.

The second handbook is *Cashing in on Ideas, The Suggestion System, a Tool for Increasing Job Interest*. It is based on a survey made jointly by the Merchants and Manufacturers Association and the Los Angeles Chapter of the National Association of Suggestion Systems and a detailed study made by William O. McCarthy, a graduate student at the University of Southern California. The sequence of steps in the operation of a suggestion system is outlined and a check list for use in setting up a system is given. The organization and operation of a suggestion system are then described in detail. Sample letters, blanks and charts are included.

*Improving Employee Relations Through Line-Staff Cooperation* is the title of the third booklet. It is an edited recording of a Line-Staff Conference sponsored by the Association. All three are available from the Merchants and Manu-

facturers Association, 725 South Spring St., Los Angeles 14, California.

EXPENSIVE TURNOVER OF OFFICE WORKERS CAN BE REDUCED by careful follow-up according to a bulletin from the University of Illinois, *Selecting Office Workers*. Robert L. Peterson of the University's Business Management Service is the author. The follow-up is the final step in a series of personnel practices included in the bulletin. Others described are recruiting, screening, testing, interviewing, selection and placement, and orientation of the new employee. An unusual feature is the first comprehensive listing of employment tests for office workers. The bulletin is free and may be obtained from Business Management Service, College of Commerce and Business Administration, University of Illinois, Urbana, Illinois.

A POSITIVE ATTITUDE TOWARD RETIREMENT is described in *Retire To—Not From*, a pamphlet published by the Philadelphia Quartermaster Depot. Planning activities in advance is the best assurance for a satisfactory retirement, according to the pamphlet. Specific suggestions are made for helpful attitudes and hobbies. Boris Blai Jr., Civilian Personnel Officer, sent us the pamphlet which is available from Philadelphia Quartermaster Depot, U. S. Army, 2800 South 20th St., Philadelphia 45, Pennsylvania.

YOU AND YOUR CREDIT UNION is the title of a handbook put out by the *State Farm Insurance Companies Employees Federal*

*Credit Union*, Bloomington, Ill. The handbook outlines the policies of the company. Subjects include investments, leaves of absence, pensions, resignations, loans, management, membership, organization, pass-books, payroll deductions and shares.

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A STIMULATING LIST OF COURSES is presented in *Educational Opportunities* published by the Industrial Relations Department of the *Commonwealth Edison Company*. The attractive blue and white booklet is illustrated with cartoons. Company courses for personal development, for business and technical understanding, and for better living are described. Home-study courses and courses in outside schools are also listed. An arrangement for college credit from the Illinois Institute of Technology is explained. The cover decoration of a key and keyhole is appropriate, for these educational opportunities should certainly unlock the door to new skills and satisfactions. The booklet is available from Commonwealth Edison Company, Training and Safety Division, Industrial Relations Department, 72 West Adams St., Chicago 90.

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AN ORIENTATION BOOKLET CALLED *You and Your Job at AHS* is put out by the *Associated Hospital Service of New York*. This loose-leaf booklet has an inviting lay-out and is pointed up with amusing cartoons. What you may expect from your company, what your company expects from you, and your company's organization and officers are the topics covered. There is also a convenient index.

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THE BEST USE OF ENGINEERING MANPOWER has been studied by the *National Society of Professional Engineers*. The results of the study have been published in Executive Research Survey Number 2, with the title *How To Improve the Utilization of Engineering Manpower*. *Business Week* in reviewing the study says NSPE found that most companies favored 1) reorganizing

engineering departments to give centralized top-level planning and to develop clear-cut authority and responsibility for specific engineering assignments; 2) using technicians and engineering aides to help the engineer perform his job; and 3) surveying companies to find if each engineer is being given the best opportunity to use his talents. The study points out that today's engineer must know how to handle people as well as blue prints. It is interesting to note that the November issue of *Personnel Journal* contained an article *Use Older Engineers* which dealt with one aspect of this same problem. The shortage of engineers is without doubt of current importance to industry. The survey is \$2 per copy, from National Society of Professional Engineers, 1121 Fifteenth St., NW, Washington 5, D. C.

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AN EMPLOYEE HANDBOOK OF INTEREST is *You Are the Pennsylvania Company*, published by the *Pennsylvania Company for Banking and Trusts, Philadelphia*. Printed in blue and white with gay line drawings as illustrations, the book emphasizes the importance of the individual employee. The responsibility of each employee for good public relations is explained. Detailed suggestions are made for using the telephone to the best advantage, and the various services of the company are briefly described.

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A FINANCIAL REPORT THAT CHILDREN WILL CRY FOR is something new, but Motorola's *Annual Roundup* is just that. A brightly colored folding poster, the report uses the round-up idea to corral figures that make sense. A trick, two-way reverse dial in the folder shows Motorola achievements month by month in a shooting gallery set. On an inside fold the other side of the same dial allows you to "dial" pictured TV sets to find your record for '51 on a one-man business basis. Finally, a huge pictured rodeo charts the company's financial status. Ken Piper, Director of Human Relations,

Motorola Inc., 4545 Augusta Blvd., Chicago 51, Illinois, was kind enough to send us the folder.

WHAT WILL SOCIAL SECURITY MEAN TO YOU? by William J. Matteson is a new publication of the *American Institute for Economic Research*. Described as a non-technical but detailed account of the Social Security Act, the book is designed to provide specific solutions for particular problems. Priced at one dollar, it may be ordered from American Institute for Economic Research, Great Barrington, Massachusetts.

A SOUND HUMAN RELATIONS PROGRAM IS A BASIC PRE-REQUISITE TO CUTTING ABSENTEEISM, according to many of the 72 companies whose absentee control methods were studied by the *National Industrial Conference Board*. The report deals with fields for control, the causes of absenteeism, absence records, the medical department and absenteeism control, and attendance rewards. It is available to members from the National Industrial Conference Board, Inc., 247 Park Avenue, New York 17.

THE MOST EFFECTIVE USE OF MANPOWER is discussed in research and technical report 12, from the *Industrial Relations Center, University of Minnesota*. *Training Programs for Maximum Manpower Effectiveness* is a summary of papers presented at the Ninth Annual Industrial Relations Conference.

THE SPECIAL STATUS OF THE SECRETARY IS RECOGNIZED IN "Why Classify Secretarial Positions?" by Julius E. Eitington. The article appears in the September issue of *Personnel Administration*. The peculiarly close relationship of executives and secretaries causes unusual, and sometimes strange, requests for grade changes. "To the position classifier who necessarily is grounded in a duties philosophy, management's recognition of these personal and external factors as grade determinants smacks of sentimentality and coddling." The author suggests a compromise by grading secretarial positions primarily on the basis of their location in the organizational hierarchy. Another suggestion is to rate the secretary according to the importance of the executive.

#### SITUATIONS WANTED

**PERSONNEL:** 6 years counseling and selective placement experience with non-profit vocational service agency, seek industrial employer interested in applied human relations; confident can work with people "at work", willing to assume responsibility. Master's degree in Psychology; age 33, married, 2 children. Opportunity primary; will acknowledge all replies. Reply Box 210.

**NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER:** Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 211.

**PERSONNEL:** 3 years experience developing and formulating conservative employee relations including supervision of foremen training program, safety committee, personnel records, company newspaper, testing, recruiting and placement of technical personnel. Presently employed seeking position in South or Southwest. College graduate. Personnel Admin. major. Age 27, Veteran, married, 2 children. Reply Box 213.

#### HELP WANTED

**SALARY ADMINISTRATION SPECIALIST:** For Indonesian office of large oil company. Should be college graduate with degree in business administration, personnel management or industrial engineering with courses in salary and wage administration or job evaluation plus several years experience in wage and salary administration in responsible specialist capacity. Should have some experience in organization charts and manpower requirements. Salary open. Reply Box 208.

**INDUSTRIAL RELATIONS:** Large, growing Midwest industry wants top man, experienced this field. St. Louis area. Salary open. Our men know of this opening. Reply Box 198.

**PERSONNEL ASSISTANT:** Large chemical company needs man with some industrial experience to assist personnel manager at northern Rocky Mountain plant with 400 employees. Reply Box 212.



## SITUATION WANTED

**PERSONNEL MANAGEMENT OR LABOR RELATIONS:** Broad administrative background in personnel programs. Diversified experience includes recruitment, placement, training, job evaluation, grievance procedure, union negotiation. Age 36, Married. A.M. Michigan. Employed. Seeks position where energies and abilities can be utilized fully. Reply Box 194.

**EXECUTIVE DEVELOPMENT:** 12 years broad personnel management experience; 2 years executive development, national organization, 20,000 employees; 2 years college teaching; also qualified as executive assistant; MA personnel administration, Phi Beta Kappa; age 37, married, 3 children. Reply Box 195.

**PERSONNEL DIRECTOR:** Personnel "Man-Friday" in leading company able and ready for permanent major responsibility in growing organization. Excellent education, mature, married, veteran, fully qualified in recruiting, selection, placement, development, relations, administration, and other tried and new functions of personnel management. Other experience in sales, credit, production, office management, and public relations insures versatility and understanding for good relation of program to line functions and community. Prefer Eastern Penna. and New Jersey. Reply Box 200.

**RECREATION DIRECTOR:** 37 years old, M.S.W. Degree in Group Work and Industrial Recreation three years experience as Director of employee activities programs, nine years experience with international recreation organization, desires to relocate, available July, 1953. Reply Box 201.

**ATTENTION CONSULTING FIRMS AND PERSONNEL DEPARTMENTS:** Available in Northern New Jersey and New York City professional Psychologists with extensive experience in personnel testing and interviewing to handle your field processing in this area. Fee basis. Reply Box 214.

**PERSONNEL-INDUSTRIAL RELATIONS DIRECTOR:** 10 years experience in all phases of labor relations and personnel administration, including policy development, negotiations, employment, job evaluation, merit rating, pensions and insurance, communications, supervisory training, discipline. Employed as Labor Relations Director, multi-plant company, AFL, CIO and office unions, top level staff function. Seeking overall industrial relations responsibility. College graduate. Age 42. Present salary \$8400. Will relocate. Reply Box 203.

**PERSONNEL MANAGEMENT AND INDUSTRIAL RELATIONS:** Ph.D. in industrial psychology, M.A. in personnel management. Twelve years' diversified experience in conduct and direction of industrial management research: job evaluation, attitude measurement, training aids, testing and selection, personnel records and procedures, etc. Many publications. Reply Box 204.

**PERSONNEL ADMINISTRATION:** Presently employed as Assistant to Director of Employee Relations of large industrial research Laboratory. Experienced in recruitment and placement of technical personnel, job evaluation, salary administration, merit rating, employee benefit plans, communications and personnel statistics. Age 35, college graduate. Wish to locate in the Southwest with small company or university placement office. Reply Box 205.

**LABOR RELATIONS:** 2 1/2 years industrial experience in contract negotiations, grievances, arbitrations, NLRB proceedings, contract writing, Wage and Hour, Wage and Salary Administration, and Job Evaluation. Attorney. Master's Degree in Labor Law. Age 29. NYC resident. Will relocate and travel. Reply Box 206.

**PERSONNEL DIRECTOR:** Seven years of extensive personnel adm. exp. Successful record of achievement as Personnel Mgr. of plant employing 3000. Employed but seeking new challenge. Age 35, married, degree. Sal. req. \$11,000 per year. Midwest loc. preferred but not essential. Resume interview at your request. Reply Box 207.

**PERSONNEL MANAGEMENT-INDUSTRIAL RELATIONS:** 11 years state unemployment insurance work. 24 years casualty and surety home office branch office experience. Widower. No dependents. Reply Box 209.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 37 characters per line. 10% discount for two insertions, 10% off for three insertions or more.

*See other advertisements on preceding page.*



# PERSONNEL Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

Published by The PERSONNEL JOURNAL, INC.

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor* DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor* D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## MARCH

- 16-20 Hollywood, Florida. Hollywood Beach Hotel  
*National Association of Manufacturers*. 24th Institute on Industrial Relations. Sybil S. Patterson, Director, Employee Relations Division, National Assn. of Manufacturers, 14 West 49th Street, New York 20, N. Y.
- 19 Cincinnati, Ohio. Netherland Plaza  
*National Industrial Conference Board, Inc.* General Session. 247 Park Avenue, New York, N. Y.
- 31 New Haven, Conn. Yale University  
*Connecticut Personnel Association*. Annual Conference. Mr. Harvey R. Bowman, President, % Dictaphone Corporation, Bridgeport 5, Conn.

## APRIL

- 14-15 Minneapolis, Minn.  
*University of Minnesota*. 11th Annual Industrial Relations Conference. Center for Continuation Study, University of Minnesota, Minneapolis 14, Minn.
- 18-19 Houston, Texas. Shamrock Hotel  
*International Association of Personnel Women*. Annual Conference. Viva Armstrong, Chairman Publicity, % California Packing Corp. 215 Fremont Street, San Francisco 19, Calif.
- 21-22 Berkeley, Calif. Claremont Hotel  
*California Personnel Management Association*. 29th Pacific Coast Management Conference. Farm Credit Building, 5th Floor, Berkeley 4, Calif.
- 23-24 Montreal. Sheraton-Mount Royal Hotel  
*Canadian Industrial Trainers' Association*. 7th Annual Conference. J. C. A. LaFerriere, Publicity Chairman, 35 Notre Dame St. West, Montreal, Canada.

## MAY

- 6-7-8 Boston, Mass. Sheraton Plaza Hotel  
*American Society of Training Directors*. 9th Annual Conference. A.S.T.D. Room 614, 80 Federal Street, Boston 10, Mass.
- 15-16 Houston, Texas. Rice Hotel  
*Southwest Area*. Industrial Relations Conference. C. H. Winston, Secretary 1600 Louisiana, Houston, Texas.

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# Editor to Reader:-

HOW DOES A PERSONNEL MAN PUT IN HIS TIME? We all know the feeling that comes over us once in a while when we try to recall what we have accomplished. Some years ago I kept a diary for a week in order to try to really find out what I was doing. The results were revealing. Unfortunately the record has been lost.

Why doesn't one of you who reads this—perhaps a veteran in the field of personnel management or industrial relations—write us a little something on what goes on in a day or a week of your life. It would make interesting reading for others and perhaps you, the writer, would get some satisfaction out of putting it down in black and white. For some of you this would be very serious work. For others it might be an exercise in a lighter vein, "a personnel man has nothing to do, except. . ."

How about it, reader? Write us something about things you do in your job.

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THERE IS NEVER ENOUGH HUMOR IN ANYONE'S LIFE, and the harassed personnel manager provides no exception. We had a note recently from R. L. Beckman at Hialeah, Florida, enclosing a clipping entitled "Today's Chuckle", that goes like this:

*The personnel manager kept a bowl of goldfish on his desk. No, he wasn't particularly interested in fish culture, he explained to a friend. "It's just that it's nice to have something around here that opens its mouth without asking for a raise."*

Which reminds me of a cartoon in a recent *Saturday Evening Post*. The picture showed "Mr. Big" aggressively addressing a mild looking fellow who was just hanging up his hat, saying, "While you were on vacation a question came up about your work—what do you do here?"

I suppose those of you engaged in job evaluation work often ask that question, and without always receiving a satisfactory answer.

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IS PERSONNEL JOURNAL EASY TO READ? You have seen in our columns many references to the test for readability devised by Rudolph Flesch. The other day I wondered how PERSONNEL JOURNAL would stack up under this test. The four-part scale ranging from very hard through easy to very easy was used. A count of three samples from "editor to reader," five from "across the editor's desk," and twelve from articles gave the following results.

On sentence difficulty—the number of sentences per hundred words—twelve of the twenty samples were *very easy*, six *easy*, and one each *hard* and *very hard*. On the basis of syllable count—the number of syllables per hundred words—the score was somewhat different. None of the twenty samples was in the *very easy* category. Five were *easy*, ten were *hard*, and five were *very hard*. Of the five in the *easy* group, four were regular articles.

It would appear that our material on the average is not too difficult but, on the other hand, it is not very easy. This is probably as it should be, since we are writing for a literate and intelligent audience. Still, we strive to make ourselves "plain," avoiding long and difficult words where short, simple words would do the job just as well. If there is anything we should do that you can think of that would improve the readability and interest of *Personnel Journal*, we should be glad to hear from you.

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"HOW ABOUT A TWO-FOOT SHELF" of books for personnel people, we asked on page 312 of the January issue. "Mac"

McKend of the Merchants and Manufacturers Association of Los Angeles—the fellow who puts on such a wonderful conference at Palm Springs every year—had an unusual answer. He evidently was not thinking of business at all when he wrote, "I would put first on my list the following: The Bible, Aesop Fables, Mother Goose, The Rise and Fall of the Roman Empire, The Wealth of Nations, Walt Whitman's Verses, Poor Richard's Almanac, Carl Sandberg's Lincoln, and Your Rugged Constitution." An excellent selection for anyone's shelf.

MOST PEOPLE, I THINK, HAVE THE WRONG IDEA ABOUT CRITICISM. Many habitually avoid criticism. This attitude was challenged by an article in PERSONNEL JOURNAL for November 1952, by Charles J. Lilley. He wrote an article under the title, "Supervisors Don't Criticize Enough". This statement represented the prevailing point of view among a group of 200 employees who rated their supervisors anonymously. Don't all of us resent being ignored much more than we do being criticized? Constructive criticism is one of the finest ways of giving a compliment and it is much more acceptable to the receiver than mere flattery. Helpful criticism is a form of encouragement and boosts the receiver's self-confidence. This is the very basis of Adlerian psychology.

Recently I had an illustration of the force of constructive criticism in boosting morale. I was shown a piece of writing by a young man who was drafting a thesis in his graduate work. Probably he expected me to admire it, but I could not forego a few questions about his meaning at various points. In explaining what he meant, he seemed to realize that his writing was not as clear as he thought. He solicited my severest criticism. I offered a number of suggestions and, after rewriting the material, he submitted it again. He had greatly improved it. My approval, although ac-

companied by still further criticism, so stimulated him that his final draft was vastly better than the first one. His satisfaction in improving his thesis was boundless.

WE HAVE HAD MANY INQUIRIES about reprints of the article, "Supervisors Don't Criticize Enough". Among other places, it has been abstracted in a monthly publication of the New York State School of Industrial Relations at Cornell, "Abstracts and Annotations".

MANAGEMENT APPRAISAL AND MANAGEMENT DEVELOPMENT are two favorite phrases which are current. They have displaced the terms "training" and "merit rating." This is probably a good thing, too. Emphasis on management is important, since management has more effect on results at the end of the business year than either money or labor.

Koppers Co., Inc., of Pittsburgh, have recently issued a handbook describing their management appraisal program. This is accompanied by a rating form under the title, "management appraisal." The form is six pages and has fourteen items under which the individual is appraised. It is a very commendable job and should give good results.

An elaborate and expensive 38-page brochure entitled "A Program for the Development of Koppers Management Personnel," is not quite so good. It contains generalities, for the most part, and is presented in a manner that suggests it was prepared by a press agent. It was evidently not meant to serve any purpose except to give a general idea of the program. The industrial relations department of Koppers is to be congratulated on its excellent and simple management and appraisal procedure.

*Ned Hay*

A *free* discussion conference has value in bringing out individual ideas. But it is usually time-consuming as opposed to *directed* conferences. The "Pass Method" consumes no more time, keeps all the benefits of free discussion, and also brings attitudes and problems to the surface that otherwise might be overlooked. This is the third of a series of articles to be combined in a single reprint upon completion.

## Conference Leading by the "Pass Method"

BY EUGENE EMERSON JENNINGS

Assistant Professor of Industry

University of Pennsylvania, Philadelphia

FOREMANSHIP training programs in industry are conducted in a variety of ways, all of which may be classified according to the extent that discussion is "directed" toward a conclusion. A case in point is that kind of training in which solutions to foremen's problems are discussed. If the "directed" method is used, foremen are encouraged to discuss solutions which *the training leader* thinks are effective. If the "non-directed" method is used, the leader encourages foremen to determine *their own* solutions with *minimum guidance*.

Conference leaders usually use the directed method. After writing a list of all possible solutions the leader draws these or similar ones from foremen by careful questioning and controlled discussion. The non-directed method is typical of "member-centered" leaders who, through free discussion, permit solutions to originate with the foremen.

### DIRECTED VS. NON-DIRECTED METHODS

The two methods have the common purpose of seeking group agreement on effective solutions to problems. The directed method encourages participation by foremen in order to gain group agreement on *predetermined* solutions. The non-directed method, in obtaining group agreement, permits *free participation* in the determination of solutions to problems. Again, the directed method is more specific and tends to

influence the nature of the ideas elicited from foremen, whereas the non-directed method affects neither their freedom in expressing ideas nor the nature of the ideas. Thirdly, they differ in time consumed, since the non-directed method allows more participation of a less orderly nature.

The desirability of combining the advantages of both methods was shown by a recent training experience. The foremen discussed their more important duties by the directed method. The leader, having listed in advance their most important duties, was exceedingly effective in developing group agreement. Later, when recording these duties for review at the next session he became confused. Concealing his confusion, he encouraged the foremen at the next session to a freer discussion of their duties. The discussion was necessarily less directed. A duty not mentioned during the last session came to light which the foremen agreed was as important as those discussed previously.

This experience suggested that group agreement is possible either by the directed or the non-directed method, but that what is agreed upon differs. To test this possibility, two groups of fifteen foremen each were selected to discuss problems of how to be fair to workers. One group was directed and the other non-directed.

The directed group discussed nine problems associated with being fair to workers, of which three were regarded as most important. The non-directed group discussed fourteen problems, of which four were regarded as most important. Three of these were not considered important by the directed group. This difference occurred partly because the non-directed group believed that *when* to be fair was related to *how*, and they integrated their discussion to include how and when to be fair to workers. In this respect their conclusions were very meaningful.

However, some unsatisfactory results in the non-directed group included not only taking three times as long, but participation being dominated by a few foremen. This was prevented in the directed group by careful control by the leader.

#### HOW THE "PASS" METHOD OF PARTICIPATION WORKS

A method is needed which will encourage maximum participation over a short period of time without sacrificing either full consideration of the subject, or group agreement. The following experiment was made with a new group of fifteen foremen where the topic again was the problem of how to be fair to workers.

Each foreman wrote down on a separate card what was to him the most important problem. The unsigned cards were passed to the leader and without any previous announcement each foreman was then asked to write another equally important problem on a card. After these cards were given to the leader a third "pass" was obtained from each member of the group.

The items obtained by each pass (fifteen each, or forty-five total) were written on the blackboard in three separate groups. The foremen, by directed discussion, were asked to combine *within* each group identical or similar items. Then identical

or similar items *between* groups were combined. By this procedure the most frequent item in each of the three groups was determined. The foremen decided that the most *frequent* items in the three groups were the most *important* ways to be fair to workers.

In short, the foremen whittled down the forty-five items to twenty, from which the three most important were derived. In so doing, the leader directed the discussion in such a manner that no one or two foremen dominated the discussion. It is interesting to note that these things were not the ones agreed upon previously as most important by the directed group of foremen. On the other hand, for the non-directed group these three items *were* most important. Elapsed time for the pass method was the same as that for the directed group.

#### ADVANTAGES OF THE PASS METHOD

Besides these important advantages, the pass method has wide applicability. This method of inviting foremen to tell in writing what they consider most important may be used to reveal fears and suspicions, which are often reduced through expression. Attitudes and values are allowed to come to the surface which normally would escape notice because of social pressure. Foremen who have not had some of the day-to-day experiences discussed by the group are given the opportunity to express themselves without fear of being either disregarded or laughed at.

Secondly, the pass method is effective because it promotes a problem-solving attitude among foremen. In other discussion methods a "dominant" participant's suggestion will often promote agreement or provoke resistance in other participants. Foremen who *agree* may discontinue further thought on the subject. Foremen who *disagree* search for reasons to support their convictions. Neither kind of foreman contributes much toward constructive thinking.

Thirdly, it is generally recognized that a skilled leader possessing creative ideas can conduct a discussion more effectively than a less-skilled leader without creative ideas. Industrial trainers are sometimes skilled but lack creative ideas; others have many ideas but lack the ability to conduct orderly discussion. Only a few possess both qualities. The pass method does not require as much skill in leading discussion as other methods and abundant ideas are provided by the passes.

Lastly, wrangling over the relative effectiveness of proposed solutions is minimized, since "built into" the pass method is a procedure for arriving at group agreement. These solutions are usually more acceptable because they originate with the foremen and come from many responses. They are more likely to be clear cut and mutually independent of each other than if developed haphazardly in general discussion.

New employees naturally want to know what goes on throughout the whole organization—not only in their own departments. It gives them a feeling of "belonging". The author tells about an "orientation" program put on *after* a few weeks shake-down period, when the new person can digest it more readily.

# Later Orientation Prevents Mental Indigestion

By B. W. CARDWELL, Personnel Director  
The Citizens and Southern National Bank, Atlanta, Ga.

THE tendency is to tell a new employee too much about the company as soon as you put him or her on the payroll. This is apt to give the new person "mental indigestion". Meeting a lot of people, trying to learn their names and something of the work they do, getting settled into their own jobs, in general learning their way around—all this is enough for the average new employee during his first weeks on the job. Anything more is likely to go right over his head, not because he isn't interested but because he isn't ready.

In learning any new subject, you know how much easier it is if you can take it in at least two bites. Say that there's a national park in your vicinity that you want to study up on. You go there first and get the lay of the land, examine the buildings, read the markers, absorb the feel of the place. Then all that you read and hear later is better understood, and retained with more satisfaction, because you have pegs of association on which to hang every additional piece of information that comes to hand.

## PEOPLE ORIENTED IN MONTH FOLLOWING EMPLOYMENT

We feel it's much the same way when a new person joins our organization, which is of considerable size, with twenty-one offices in Georgia. It stands to reason that we want as soon as possible to have the new person feel himself one of us. We want him to be able to tell his family and friends with authority and pride about "his Bank" and its affiliates. But that's exactly the reason why we don't attempt to tell him the whole story at once. We want him to find out a few things



for himself first, and also how much he doesn't know. When he's finally told, the information he gets is better understood and more appreciated.

The outstanding feature of our orientation program for new employees, then, is that it is delayed. Employees who begin work during a calendar month are called back to the training department for orientation at approximately the middle of the following month. To cite an instance—people hired last October were called back for orientation the week of November 17. The course consisted of five one-hour classes, 8:30 to 9:30 A.M., Monday through Friday.

Another feature of the program is that there are at least two speakers for each day. During the 10 half-hour sessions that make up the week's course, the class hears seven different speakers and sees three movies in a sequence that is carefully worked out in relation to subject matter. Change of speakers at intervals of 30 minutes or less obviates the possibility of the "students" becoming tired and inattentive. A new face, a fresh voice, adds vigor and interest to the program. A two-minute résumé of background and work history is included in the introduction of each speaker.

#### TOP BANK EXECUTIVES PARTICIPATE IN PROGRAM

The use of seven speakers for each course—and bringing in a new group of speakers, all of them company executives, each month—accomplishes something more. It gets the participation of a large number of officers over a year's time. Between January and December of last year, for instance, more than sixty officers and department heads took part. All of them are better acquainted with what we are trying to do and what we are accomplishing than they would have been if they'd only heard about it.

Following the final (Friday) orientation meeting, the new employees—now having a few weeks' actual experience on their jobs plus a great deal of information about the company and its operations—have an opportunity to meet our president and general officers when they adjourn to our lunch room for coffee and doughnuts as guests of the management.

Some may be interested to know in detail the program that we follow in the five-hour course. The first session opens with a word from the "System's" personnel director explaining the purpose of the meetings and what the procedure will be. In the November 1952 program from which I am quoting, Vice President James S. Budd, Jr., of our Investment Department, told of the history of the bank, during Monday's first half-hour session. In the second half-hour on Monday, Mr. T. I. Miller, Vice President and Lending Officer, outlined the origin of the Holding Company and the history of C & S Affiliate Banks, giving locations of our nine Atlanta offices.

The second day John L. Moore, Jr., Asst. Cashier, Savings Dept., told about bank services, including checking accounts, savings accounts, loans, safe deposits,

trust accounts, and miscellaneous. His talk was followed by a movie on bank services and correspondent banking throughout the nation and the world. This session was concluded with the taking of identification pictures under the direction of Frankie Nixon of our Multilith department.

#### NEW PEOPLE TOLD OF PERSONNEL POLICIES AND STANDARDS

The Wednesday meeting started off with a discussion of employee policies by James Sartor, First Vice President. The second half-hour was concerned with personnel standards—attendance, appearance, manners, attitude, performance, citizenship. Mr. Vann Groover, Vice President and Personnel Officer of the Atlanta area, led the discussion.

During Thursday's first half-hour session Rountree Youmans, Assistant Vice President, Operations, used a large chart to trace the course of a check through the bank, and outlined the functions of each department through which the check passed. A movie entitled "Bank and Credit" was presented for the second session by Leo Rainey, Assistant Cashier, Operations.

One of our best telephone voices, Mrs. Emily C. DeLay, Secretary to the Comptroller, introduced a telephone courtesy movie, which opened the Friday morning hour. Mrs. DeLay spoke of the frequency and importance of telephone contacts, emphasizing that "When you talk over a phone, *you are the Bank*". Lewis F. Gordon, Vice President, Public Relations, in the second half-hour pointed out to the new employees that a bank has nothing to sell but services and stressed the importance of the customer and good public relations. The personnel director gave a three-minute summary of the week's program, following which all adjourned to the Savannah Room for coffee and cakes as guests of Mr. Mills B. Lane, Jr., President.

Altogether, we believe that this constitutes an effective orientation program—and much more so by reason of the fact that it is given when new employees are ready for it, after they have become somewhat familiar with the organization and their individual jobs.

When a worker quits, it may cost you as much as \$232.18. The author lists seven operating costs and eight administrative costs; itemizes eleven things that may cause workers to quit and suggests what to do about them. His own success in keeping down labor turnover in a large plant adds weight to his suggestions.

# Worker Turnover Bites into Profits

BY BORIS BLAI, JR., Civilian Director  
Philadelphia Quartermaster Depot

THE direct cost of labor turnover, particularly when it becomes excessive, cannot be overlooked. Each time a productive worker quits, recruitment must be undertaken to obtain a qualified replacement. The new worker must be hired, assigned and trained. In addition, costs are created in maintaining personnel and fiscal records. Most costly of all, excessive turnover results directly in lowered production and increased tool breakage and spoilage. And finally, there is the hidden (intangible) but vitally important cost of lowered morale among the plant work force.

During World War II, plants which were most successful in meeting the problem of excessive labor turnover were those which kept careful records for analysis and control, made careful selection of new workers, and assigned them to the most suitable jobs after appropriate pre-induction training.

## LABOR TURNOVER MORE SERIOUS SINCE THE WAR

Prior to World War II the average quit rate among industrial workers in this country was less than 1 per cent per month. However, during and immediately following the war, the rate rose substantially. While in 1939 the rate was only .8 per cent per month, it had risen to 4.3 per cent in 1946, according to the Bureau of Labor Statistics. On an annual basis, this meant that 51.6 per cent of the work force, or 516 out of each 1000 workers, left their jobs during the year.

Coming up-to-date, in 1951 the approximate monthly rate for manufacturing industries was 2.5 per cent monthly, and 2.0 per cent monthly for the Federal Government. In contrast, the monthly rate at the Philadelphia Quartermaster Depot

throughout 1951 was only 1.2 per cent, and in 1950 and 1949 the rates were .65 and .63 per cent monthly.

Turnover rate may be computed with respect to either hires or separations. However, from the standpoint of maintaining a stable and productive work force, primary interest centers on the separation rate, particularly with reference to quits. The rate itself may be computed simply by dividing the number of quits by number of employees on the payroll on the fifteenth of the month and multiplying this by 100 to express the rate as a percentage.

#### TURNOVER COSTS CAN BE DETERMINED ITEM BY ITEM

Turning then to actual quit-costs, can they be pinpointed in dollars and cents? Since each quit represents a loss in production volume and an increase in operating, production and administrative expenses, the answer is yes. In any manufacturing establishment most, if not all, of the following expenses contribute a measurable share to the total quit cost.

##### A. OPERATING (PRODUCTION) COSTS

1. *Increase in unemployment insurance premium.* In computing turnover costs, each employer should consider the amount that he contributes to the unemployment compensation fund. For example, in one state the annual payroll in a plant was \$600,000. With an effective system for reducing turnover, the employer reduced his contribution rate to .3 per cent of his annual payroll (\$1800). With a high turnover rate he might have paid the maximum rate of 2.7 per cent of his annual payroll or \$16,200. Therefore a saving of up to \$14,400 was realized by successfully controlling turnover.

2. *Increase in accident insurance rate.* The money cost of lost production makes accidents very expensive. By comparing the accident frequency and severity rates with turnover, employers have found that the accident rate usually rises when turnover increases. A survey by the National Safety Council of 4,800 accidents indicated that 30 per cent were caused by lack of knowledge or skill on the part of the worker.

With industrial insurance rates based upon previous accident cost experience of individual employers, the savings in this area alone can be quite substantial. For example, one company saved \$90,000 in premiums alone over a five-year period. It reduced its rate from 51 cents to 12½ cents per hundred dollars of payroll. Therefore, with new and inexperienced workers and even skilled workers at new jobs as a major cause of accidents, a sound turnover control program can help reduce accident insurance costs.

3. *Increased unit costs due to lowered production.* When quantity of production decreases due to turnover, and overhead costs remain constant, unit costs increase.

4. *Cost of training.* During the period of on-the-job training the new worker produces less than standard, and the time spent by the foreman with the new worker represents an additional training cost.

5. *Cost of added labor.* Two costs may arise here; first, if quantity of production is to be maintained the cost of extra employee's time spent to make up deficiency of new employee; and second, overtime pay necessary to maintain quantity production.

6. *Loss in production time.* Actual time lost between the time of decision to quit and actual quitting, and also during periods of job vacancy.

7. *Loss generated by material spoilage.* Excess of scrap and re-work created by inexperienced workers.

#### B. ADMINISTRATIVE (OVERHEAD) COSTS

1. *Employment office expenses.* Prorating of salary, heat, light, rent and supplies directly connected with hiring and separating workers.

2. *Medical department expenses.* The prorated share of medical department costs involved in pre-employment examinations.

3. *Advertising expenses.* Direct advertising expenses, both in-plant and out-plant, to obtain new workers.

4. *Pre-job training expenses.* The prorated share of staff overhead salaries and materials used in such training.

5. *Induction expenses.* Forms, photographs, booklets.

6. *Payroll and accounting expenses.* The prorated share of salaries, overhead and supplies necessary to process separations and accessions.

7. *Testing expenses.* Prorated share of salaries, equipment, overhead and supplies used in conducting pre-employment tests.

8. *Employee welfare expenses.* Added costs created through changes in employee records to reflect separations and hires.

#### INDIVIDUAL QUIT-COST

	Plant I	Plant II
<b>A. Operating (Production) Costs</b>		
1. Increased unit cost due to lowered production	\$36.00	*
2. Training cost	40.00	\$17.00
3. Cost of added labor		
a. time needed to make up production	36.00	*
b. overtime needed to maintain production	27.00	*
4. Loss in production time	46.00	\$8.00
5. Material spoilage loss	10.00	\$1.00
<b>B. Administrative (Overhead) Costs</b>		
1. Employment office expenses	11.34	6.87
2. Medical department expenses	1.15	1.35
3. Advertising expenses	14.44	*
4. Induction expenses	.25	.25
5. Payroll and accounting expenses	5.00	7.00
6. Employee welfare expenses	5.00	*
<b>Total cost per worker</b>	<b>\$232.18</b>	
<b>Total cost without *:</b>	<b>113.74</b>	<b>\$95.47</b>

\* Not included in study.

The preceding tabulation itemizes these various cost items as developed by the Bureau of Labor Statistics, U. S. Department of Labor. They were conducted in two metalworking concerns—Plant I employing about 300 workers at an average hourly wage of 90 cents, Plant II employing about 200 workers with an average hourly wage of 85 cents.

It certainly appears that quits are not only costly, but that they represent a sizeable monetary loss as turnover rises. This being so, how reduce excessive turnover? Two ways immediately come to mind: (1) the preventive and (2) the corrective.

Preventive actions include, of course, careful selection-placement and sound supervision. The wrong man in the wrong job (the result of poor selection and placement) very often leads to dissatisfaction and voluntary job terminations. Inefficient management (poor supervision) often gives employees a distorted picture of the company's policies and attitudes and results in excessive quits.

### HOW TO CUT DOWN TURNOVER

Corrective actions, designed to foster the twin objectives of (1) careful selection-placement and (2) sound supervision, touch upon most manpower management areas. These are discussed below, with a brief consideration of underlying causes which tend to increase turnover.

#### 1. *Selection and assignment*

Inadequate selection and assignment methods may cause unrest and dissatisfaction among new workers. They may be placed on jobs too difficult for them or their skills may be underutilized. In either case, the new employee may become disgusted and quit in the hope of finding more suitable employment elsewhere. **Corrective action:** Establish an employment system wherein careful screening of applicants is the rule, not the exception. Establish realistic job requirements so that newly employed people are assigned to positions for which they are suited physically, mentally and by experience.

#### 2. *Inadequate job information*

Inadequate information about the jobs, or the qualifications needed to fill vacant jobs satisfactorily, may result in the hiring of underqualified or overqualified workers. This can readily lead to worker discouragement and subsequent quits. **Corrective action:** Systematic review of job requirements to determine current, realistic requirements in terms of desirable skills, knowledge, aptitude and necessary personal characteristics or traits.

#### 3. *Poor working conditions*

Unsatisfactory working conditions or surroundings may create worker restlessness and lead to quits. **Corrective action:** In order to attract and keep workers, physical surroundings should be carefully evaluated in terms of health and safety. Both State labor departments and the Bureau of Labor Standards, U. S. Department of Labor, can assist in surveying plants and suggesting improvements.

#### 4. *Inadequate advancement program*

Lack of opportunity for advancement may result in dissatisfactions which may simmer in the worker's mind until he finally decides to quit. **Corrective action:** Composition of the work force, in terms of a job-skills inventory and job-requirements statements, should be known at all times. A well-defined and publicized system for promotions and transfers should be developed. This system should be designed to utilize the highest skills of the workers. The "Reference Manual for In-Plant Manpower Planning", issued by the Bureau of Employment Security, outlines a very helpful procedure for the preparation of a job and personnel inventory. For those specific jobs having no future promotional opportunities, full explanation should be given applicants before they are hired.

#### 5. *Weak supervision*

Inadequate or poor supervision can frequently cause turnover. Guidance of workers is a basic and continuing responsibility of supervision, and is particularly important to the new worker. **Corrective action:** Study of quit pattern may pinpoint the extent of supervisory deficiencies. Selective training in areas of deficiency can help to overcome these weaknesses.

#### 6. *Unsound wage plan*

An inadequate or unsound wage classification structure may give rise to discontent and ultimately to quits. New workers often wonder why they are receiving less money than an associate who is apparently doing the same type of work. **Corrective action:** Establish a job and wage evaluation system through the use of accurate information covering all details of the jobs which are being compared or evaluated. Wages should also be comparable with those for similar jobs in the local labor market. Inform workers fully regarding provisions of the plant pay system, especially the new worker when he is receiving his first orientation or introduction to company policies.

#### 7. *Deficient training*

Failure to provide a well-organized and realistic training program may result in quits. Employees improperly trained in their new jobs may feel that their advancement is too slow and quit the organization for seemingly "greener" pastures. **Corrective action:** A comprehensive, yet tailored, training program should be considered. When needs have been determined to exist in the following areas, appropriate training should be conducted: (1) production skills, (2) supervisory development, (3) employer-employee relationships, and (4) induction, orientation and follow-up of new workers.

#### 8. *Ineffective grievance procedures*

Delays in acting upon grievances or grievance machinery that is ineffective, cumbersome or difficult to understand, will often result in quits. **Corrective action:** A grievance plan that is simple to follow, developed jointly with representatives of workers if possible, and promptly executed in all instances.

9. *Industrial fatigue*

Monotony of repetitive operations, or performing heavy physical labor for excessive periods without breaks in the routine can foster dissatisfaction leading to quits. **Corrective action:** Providing rest periods, particularly for women workers, and utilizing rotation in job assignments to relieve monotony.

10. *Poor In-Plant facilities*

Lack of facilities and services, such as adequate rest rooms, eating facilities, rest periods and other health and safety provisions are major causes for turnover, especially among women workers. **Corrective action:** Most women workers have dual responsibilities—one for the job and one for the home—and these matters should be given due consideration by management in dealing with women workers. State labor departments may be called upon for assistance in surveying the plant and recommending suitable installations.

11. *Inadequate community facilities*

Poor community facilities such as housing, shopping, banking, child-care and recreation are causes of turnover among both men and women workers. This is particularly true of in-migrants who usually quit soon after they are hired if they are unable to obtain proper housing for themselves and their families. **Corrective action:** After determination of types and extent of services required, investigate, develop in collaboration with community agencies, suitable services and facilities.

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## HELP WANTED

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**PERSONNEL ASSISTANT:** Large chemical company needs man with some industrial experience to assist personnel manager at northern Rocky Mountain plant with 400 employees. Reply Box 212.

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**INDUSTRIAL RELATIONS:** Experienced in negotiations, NLRA and NLRB procedures, wage administration, etc. Human relations and administrative ability required. College background preferred. Willing to travel extensively. Reply Box 215.

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Large oil company in Venezuela requires training supervisor with advanced academic degree or equivalent industrial background. Age limit 45. Experience in determining training needs, planning, development, coordination of training programs and preparing instructional manuals. Send full details as to educational background and experience. Reply Box 219.

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Large oil company in Venezuela requires safety supervisor. Age limit 45. Experience in developing safety and fire prevention courses, investigations of accidents and their causes. Able to recommend preventive measures. Send full details as to educational background and experience. Reply Box 220.



Many hospitals are under-staffed—and over-crowded. Most aren't looking for more "customers". But practically all, in view of current or prospective fund-raising drives, recognize an imperative need for the goodwill of their communities. Here's a first-hand account of a hospital stay that suggested a need for better staff-patient communications.

# Hospitals Need Better "Customer" Relations

By R. O. BECKMAN

Consultant on Personnel and Training

**J**ust what, in private hospitals, is the attitude of patients towards the staff? To what extent do nurses and attendants, in turn, understand and consider the attitude, moods, temperament and whims of the ordinary patient? Do they fully appreciate the therapeutic value to their charges of understanding and considerate treatment? Do they distinguish between misplaced sympathy and sincere rapport?

My personal experience in the course of a week's stay in a fair-sized hospital of excellent reputation, in a northern city of several hundred thousands, suggests that employee-patient relations are not what they could be. As a member of a firm of management engineers, I had had considerable opportunity to inquire into the efficiency of public and private institutions as to organization structure, business methods, and personnel policies. However, I had never been a hospital patient. I had looked in from the outside but never looked on from within. The adventure was revealing.

## CASUAL, HURRIED TREATMENT WAS DISTURBING

I was a stranger in a strange town. Aside from the surgeon whose patient I was, I knew no one. I could expect no special consideration when I reported to the hospital, and no friendly inquiries or visits while there. After the routine of registration I was taken upstairs by a friendly office attendant who said: "This is your room; the house doctor will see you later." She hurried out before I could ask, "Where is a lavatory? Where could I take a bath? At what times are meals served?"

I needed no private nurse but was ignorant as to what service might be expected of a floor nurse. I looked around, sat down, and waited. A pretty student nurse thrust her head in at the door, said: "Oh!" and disappeared. After twenty minutes no one had brought up my heavy luggage so I made a trip down to the office and brought it up myself. I unpacked a few belongings when another nurse entered. Her only interest seemed to be in taking my temperature. She didn't know when the house physician would arrive but assumed I wouldn't have to leave the room and might therefore get myself comfortable. I asked her name, supposing that she would be in more or less regular attendance. I did not see or hear from her for the next five days. That evening a pleasant interne hurriedly thumped my chest and back and scurried from the room as if to catch the last train.

Next morning, after several unforgettable hours in an operating room, I was hauled back to my room, my head completely bandaged except for mouth and nostrils. I saw nothing and heard but little more. For the first time I experienced the overwhelming helplessness which followed on the curtailment of the two most vital senses. No longer self-reliant or self-sufficient, I had become dependent upon others for a large part of my sensory apperception of the outside world. I had to be fed with a spoon like a child. The extent to which my needs were realized was now dependent, not upon my own personality or effort, but upon the interest, attitude, or disposition of any attendant who happened to be in my room at the particular moment.

#### COMPLETELY DEPENDENT, HE CRAVED BETTER "COMMUNICATION"

At last I understood the biological necessity of adequate two-way communication in maintaining relations with others. At my end of the circuit, however, the walkie-talkie was barely operating; the physical shock of surgery amplified by a reduction of sensory perception had knocked my morale for a loop. For a couple of days I was doubtless the most querulous patient in the hospital. Communication from the staff was such that I was tempted to put up a sign: "Wanted—Better Bed Manners".

No one nurse ever made it clear that she had any assignment or concern in relation to my presence other than the one errand which brought her to my room. Routine functions seemed to consist of taking my temperature, making the bed, and serving a meal tray. Food appeared to arrive at any time, early or late, at the whim of some dietetic goddess in the lower regions. I mentioned to several nurses that the regular diet was too hard to chew under the circumstances, but nothing happened. I asked for coffee with my meals but apparently no report was made. I drank tea.

On one occasion I had reason to fear that an infection was setting in and asked a nurse to check with the house physician, provided he had not retired. After an hour's wait, I pushed the red light once more. A second nurse said she would check

on the first one. That was that. I was curious to know something of the hospital in which I found myself. No one volunteered any information and I learned a few details with difficulty.

Throughout my stay I was under the impression that the scheduling of work assignments was a kind of harum-scarum affair. The staff slogan seemed to be: "hurry, hurry, hurry". I was quite unable to determine *who* was responsible for *what*, or to whom I might be able to appeal if I failed to get action in relation to a specific need.

In the mental state in which I found myself at the outset, the lack of personal, friendly contact would have retarded my recovery in the event I had been seriously ill. Had I been a patient with no understanding of administrative problems, I would probably have attributed the situation to callous indifference and lack of interest on the part of the nursing staff. As it was, I realized that my bewilderment and depression were more directly the fault of management than of human nature.

#### MENTALITY OF HOSPITAL PATIENTS ABNORMAL

The staff seemed to give no thought to the mental state of patients—their ignorance about their new environment. The patient is curious to know something of the regimen to which he is to be subjected. He may be fearful and, like the country yokel, tends to be suspicious of what he does not understand. He may be unduly worried about medical expenses. He is overly self-centered. His faculties may be blunted or warped; they may deceive him. He may feel utterly lonely. Never before has he been in such need of support for his ego. His self-confidence, perhaps his very will to live may depend not only on his recognition of physical improvement but on the attitude of others towards him. An ounce of cheerful, intelligent understanding of the patient as an individual may be worth as much as a pound of pharmaceuticals.

Most any physician will agree with the foregoing diagnosis. Yet, how many hospital administrators will concede that conditions may be as I found them? For the superintendent who is in doubt, an analysis of "exit interviews" conducted when patients are discharged might reveal a lot. Standard attitude survey methods can be adapted to cover staff-patient relations, and to find precise answers to questions.

#### SOME QUESTIONS FOR HOSPITALS' SELF-APPRAISAL

Are nursing school applicants carefully screened to select those best qualified from the viewpoint of aptitude, personality, and temperament? Could standardized personality tests be used to advantage?

Is systematic training in human relations and the psychology of personality adequately provided in the nursing school curriculum? Do methods of teaching applied psychology include systematic discussion of actual case material? Could visual aids be used to advantage?

Are students given sufficient orientation and indoctrination regarding the parent institution? What if anything is done to orient the patient?

Are specific effects of human relations on operating efficiency discussed at regular staff meetings?

Are there factors of staff compensation, fringe benefits, hours of work, living or working conditions, which adversely affect employee attitude and morale in their contacts with patients?

Is classroom and on-the-job training properly correlated so that academic principles can be applied to the latter and experience correctly interpreted in the former?

Is the hospital organization clear cut and functionally operative? Is it charted, publicized, and understood by employees? Do duties overlap? Are areas of responsibility or assignment specifically designated?

Are supervisors and employees supplied with detailed job descriptions which clearly indicate duties and responsibilities?

Is supervision spotty because administrative responsibility is divided, perhaps among an officer manager, a medical superintendent, and a nursing supervisor?

#### QUESTIONS TO BRING OUT ORGANIZATIONAL AND TRAINING NEEDS

Is manpower adequate, excessive, or sparse? Is it equitably and logically distributed? Can it be readily adjusted to meet changes in work load?

Is there a systematic plan for training in supervision as an integral factor in the use of staff meetings?

Are supervisors trained to plan, organize, and schedule the work of subordinates and train them properly? Do they know how to organize their *own* work and delegate minor details?

Are executives and supervisors true leaders qualified to stimulate the interest of those under them in personalized service?

Is the motivating spirit of the staff patterned on the code of the medical profession or is it as impersonal as electric power used in mass production?

Any or all of these aspects of personnel management may be involved in constructive effort to improve staff-patient relationships. The size and complexity of most hospitals naturally tends to "institutionalize" them; this increases the size of the problem and amplifies the challenge to do something about it. Self-appraisal and diagnosis will be found to pay substantial dividends.

From one source or another, newspapers must have the news. If they can't get it straight from a company spokesman they may get a harmful version from an unfriendly source. This article suggests that in many companies it's the personnel man's privilege and duty to establish friendly newspaper contacts, to ensure "a good press" when an important story breaks.

# Press Relations Often a Personnel Function

By RAYMOND SIMON, Public Relations and Journalism  
Instructor, Utica College of Syracuse University

THERE was no doubt about it, the strike was on. Negotiations had broken down, picket lines were about to be set up, and the union's national headquarters had sent a public relations man into the city "for the duration." In fact, he had already set up shop in an empty store on Main Street and was busy cooperating with the press.

The company's personnel man was busy too, but not so far as the press was concerned. To almost all questions from newspapermen he had one stock phrase, "No Comment," and he used it ad infinitum. Result: for the entire six-month-long strike the union got an excellent play in the daily press while the company's story received scant mention.

## UNDERSTANDING COMES FIRST

Far-fetched? Well, it actually happened to a company employing 1500 men, and it's happening to companies all over the country today because far too few personnel men understand the need for good press relations. In the days of "the public be damned" there may have been reason for not caring about the press, but that reason has long since disappeared. Today, more than ever, business needs a good press, and the best way to get one is to deserve one. This article aims to delineate some A-B-C's of good press relations, particularly as applied to personnel people.

Why should personnel men need to understand the fundamentals of press relations? For the simple reason that they are in the forefront when the press is most interested in news about the company. Let's face it: wage disputes, strikes, layoffs, mass firings, and mass hirings are *News*. In many companies, it is true, trained public

relations people act as buffers between the newspapers and the personnel department. But in far more companies there is no buffer and the personnel man must handle the press himself. To handle the press, he must understand the press.

This means first to recognize the fact that your daily newspaper is a business. It deals in news. Just as your plant would have to close down for lack of raw materials, so a newspaper would have to shut up shop if it had no news. In effect, every personnel man who says to a reporter, "No Comment," is actually withholding from the newspaper its raw materials.

And, just as your firm would look elsewhere if denied its regular supply of materials, so the newsman looks elsewhere if you deny him news. Instead of getting first-hand information from you, his only recourse is to secure second-hand information from someone else. All too frequently, of course, the information is completely untrue, partially untrue, or downright misleading. You then end up by issuing denials instead of making positive statements, by demanding retractions instead of calling up to thank the paper for handling the news so capably.

Obviously, the matter of understanding encompasses not only the newspaper and the newsman, but the news as well. Unfortunately, not many personnel men are gifted with the proverbial "nose for news" and hence need some briefing on the meaning of the word. Fortunately, however, there are a few simple rules of thumb applied to the recognition of news.

### WHAT IS NEWS?

As far as personnel men are concerned, news can be defined as anything that happens to or affects people; the more people affected, the more newsworthy. Let's apply this simple rule of thumb to a common sphere of personnel work: hiring. Today your firm hires two men. Is this news? It is, but only to the two men and their families. Would the paper be interested? No.

However, if today your firm puts on 50 or 100 men, that's news which concerns many people. The paper will definitely be interested and will undoubtedly print the story. In like manner, the paper will be interested in news about a new contract with the union, a new \$100,000 order which the plant has just received, high-level promotions within the firm, changes in the hours of work, and other events which affect either the people in the firm or the community as a whole. The smaller your town, the less momentous your news must be to get a play.

What some personnel men fail to realize, however, is that they must be willing to reveal the bad as well as good. Just as it's news when the company hires 200 men, so is it news when the company lays off 200 men. Agreed, this is not the kind of news you'd like the public to learn about, but you may as well face the fact that you have little chance to keep it from the newspaper's many good ears. Rather than attempt to hide it, by all means call in a reporter, give him the facts, explain them, and rely on his judgment to present the news in as good a light as possible.

And by all means learn to rely on the average reporter as a friend in whom you can confide. One can count on his fingers the number of muckraking newspapers and newspapermen in the country today. With the exception of some of our larger city papers, the newspaper of today is a community booster, friendly to a company like yours because your continued success is good for the city. The reporter who is assigned to cover your story knows this and hence is more than ready to give you a break in the news if you deserve one and if you treat him squarely.

### GIVE OUT YOUR NEWS WHILE IT'S HOT

Treating the reporter in such a manner means that you need to understand the relationship between time and news. If you hire 200 men today, then *today* is the time to give this information to the paper. Timeliness is the lifeblood of news; the more timely a piece of information, the more newsworthy it is. And if your city is serviced by both a morning and an afternoon paper, there's a rule of thumb you can apply here also. Usually, anything which takes place between noon and midnight is within the proper province of the morning paper; an event occurring between midnight and noon is timely for the afternoon paper.

This necessity for meeting deadlines poses one of the biggest problems in press relations for the local personnel man who can't do or say *anything* without the approval of the home office. It's the problem faced by the personnel head mentioned earlier in the article. He said, "No Comment," to reporters' queries because he had to get approval from his New York office before releasing any information. Actually, of course, the New York office through this policy made him an office boy, and the union in this case was quick to reap press benefits from the situation. Centralizing authority may have advantages in other cases, but not when it comes to press relations with the local paper. If he's to be worthy of his name and position, the personnel man has to be willing to argue his case for local authority in dealing with the local press on matters of a timely nature.

Far-sighted managements, of course, have long recognized this principle. In releasing company news of local interest, no matter how important or how trivial such news may be, these managements take special pains to release it through local company officials. Such managements do this because (1) they realize that newspapers thrive on local news; (2) they know that local names have more meaning to a community than those of officials who live out of town; and (3) they understand that the need for timeliness in news calls for delegation of responsibility to the men on the scene. Such managements, one might add, usually have good press relations.

When I showed this article to a personnel acquaintance of mine he agreed with most of what I have written, but he wanted to know what to do when in doubt. Unlike football, I told him, when you're in doubt about press matters you don't punt, but simply allow the newspaper to carry the ball. Some of you may have noticed, for example, that there's no mention in this article about the *writing*

of news stories. The omission is deliberate, for this article is written on the presumption that you're a personnel man, not a reporter or newswriter. All you need to do is to supply the newsmen with information and he'll take care of the writing.

In fact, if you're at all serious about press relations you'll begin today to develop them. How? By making a personal call on the city editor, the man who is responsible for all local news appearing in your daily paper. If you'll time your visit between 3 and 5 p.m.—the period when he's least likely to be busy—you'll discover that the city editor will be only too glad to meet you.

You don't need to make an elaborate speech. Introduce yourself, tell the editor that you may have news for him from time to time, and ask him how you should go about passing it on. He'll tell you to call the city desk by phone, or will suggest a specific reporter. You'll learn with the passing of time that this reporter will be calling *you* instead of vice versa. In newspaper parlance, this means that you've become a part of his beat. When this happens your press relations have come of age.

## About the Authors

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*Wade E. Sturtleff* is Director of Industrial Relations of the Standard Products Company, Cleveland. He was head personnel man at Willys-Overland Motors and Apex Electrical Manufacturing Company. He has written many articles and books and was Associate Editor of the Bureau of National Affairs. He is a graduate of Ohio University.



Unquestionably, there is plenty of room for improvement in employee relations. To look into the mirror occasionally is good for us—if we firmly resolve to do something about defects reflected there. A full-length mirror is held up before us in this piece—a digest of a talk heard recently by the Personnel and Industrial Relations Association (PIRA) of Los Angeles.

# Humbugs of the Personnel Movement

BY WADE E. SHURTLEFF,  
Director of Industrial Relations,  
Standard Products Company, Cleveland

**T**HE idea that we are making substantial progress in solving our employee relations' problems," a mid-western personnel director recently wrote me, "is one of the greatest hoaxes of modern industry."

This was in answer to a questionnaire sent to 500 personnel people to sound out the progress they felt we are making in meeting our personnel problems. Nor was he alone in pointing out some of our humbugs, a few of which are discussed in this article.

One of the first things many of us attempted when we were brought into industry during the latter thirties, following the passage of the Wagner Act, was to centralize all personnel functions; to take the personnel function out of the hands of the line organization, where there might be one supervisor for every 20 to 40 employees, and place it in the personnel department.

## RELATIONSHIP WITH EMPLOYEES BECOMING LESS PERSONAL

The result was often a more impersonal relationship between the individual employee and management than had existed before. The fact that we were dealing with a union was our excuse for thinking of human relations almost solely as a matter of collective bargaining, of our employees as a group—not as individuals.

It's a pretty lame excuse. How are we going to have good collective relations with our employees unless we first achieve good human relations? We have been trying to achieve good human relations the easy way. This, of course, is to think

that we can negotiate good human relations into the annual contract—to think that we can achieve good relations by merely sitting at a table periodically with the union committee.

This is not to minimize the importance of contract negotiations, and the skill required. But even here we too often fall down. Many of us do our bargaining by remote control and end up with ready-made contracts—made in Detroit by General Motors, in Pittsburgh by U. S. Steel, or by some other pace setter.

A few years ago General Motors signed an agreement with the UAW-CIO to pay for six holidays a year. Hundreds of our companies immediately copied the holiday provision word for word. Then, with the passage of time, the unhappy realization began to dawn that holidays fall on Saturdays as well as weekdays. What to do about it? The contract provision definitely stipulated that holidays would be paid only if they fell on a regularly scheduled work day. Holidays falling on Saturdays need not be paid. But a check with GM people revealed that General Motors would pay for holidays which fell on Saturdays. Other companies docily fell into line.

The GM agreement to pay for six holidays had been in lieu of a specific cents-per-hour increase, equivalent to the payment for six holidays. If fewer than six holidays were paid for, then the union would not have received the cents per hour for which they had bargained. Hence the holiday provision was proper and logical in GM's case. This was not necessarily the case for the other companies that followed in line.

#### ONE COMPANY'S MEAT MAY BE ANOTHER'S POISON

Another example of widespread copy-catting was the General Motors' escalator agreement, providing for a wage boost of one cent for every 1.14 per cent rise in the cost-of-living index. The ink was scarcely dry before personnel people were copying down the same agreement, using the same 1 for 1.14 formula, though it bore no relation to the wages in their specific plants. The one cent to 1.14 index point ratio in GM's case was obtained by dividing the average hourly rates of GM workers (approximately \$1.485 in the spring of 1948) into the BLS Index for April 15, 1948 (169.3). If this ratio was correct and proper for the companies that copied GM's agreement, it was purely accidental.

The same can be said of GM's "annual improvement factor" increase of three cents provided for in the 1948 agreement. This was approximately 2½ per cent of average GM wages. Other companies followed suit and granted three cents. But in their case it often amounted to more than 2½ per cent of their average wages. And in 1950 when GM upped the amount to four cents to maintain the 2½ ratio, many of these other companies automatically made a corresponding change.

These are but a few of the examples of contract-provision-lifting which could be cited. Nor does this pattern-following end with labor agreements. For many of us, personnel management is just a game of follow-the-leader. It's just too easy to fol-

low a pattern—checking to see how the other fellow handles the problem and doing likewise, be it wage increases, employee discounts, rest periods, training, pensions, vacations, quitting and starting times, seniority provisions, scrap drives, open houses, turnover, absenteeism, communications, or maternity leaves.

Of course we have a nice name for copy-catting—we call it "following the trends". Let's look at where these trends are taking us. One trend has been to grant across-the-board increases of so many cents per hour to the sweeper as well as to the toolmaker. In 1940 a south-eastern firm paid its sweepers 70 cents an hour, its toolmakers \$1.40 an hour. Then, there was a 100 per cent spread between the lowest and highest jobs. Today the sweepers receive \$1.40; the toolmakers \$2.10. The spread is 50 per cent.

The cost of living goes up 2 per cent. The firm with an escalator clause and average earnings of \$1.50 an hour gives all of its employees a 3-cent increase. Thus the \$1.20 per hour sweeper receives an increase of  $2\frac{1}{2}$  per cent; the \$2.00 per hour toolmaker an increase of  $1\frac{1}{2}$  per cent.

For the past decade we have been compressing our wage and salary schedules, levelling off our wage payments, and reducing the incentive to aspire to and work for higher skilled jobs—having the same effect on the holders of highly skilled jobs in the factory that we claim federal taxation policies have on professional and executive personnel. Our excuse is that we have been "forced" into this position by the unions. Ironically, many of us follow this same principle of granting increases to our unorganized employees, where union pressure is not an immediate factor.

#### CRIMES COMMITTED IN THE NAME OF "SENIORITY"

Extensive seniority provisions are another innovation of rather recent years. In one company they went so far as to make seniority the determining factor in who works near the windows in the summer, and next to the radiators in winter. Some companies have thrown in the sponge completely. "Seniority," they say, "is the union's baby, to do with as they will."

"How does a young fellow get ahead in the shop?" asked a student after spending four years learning the machinist's trade in a technical high school. "Well, son," the president of an international union replied, "in this town you find a good vacant lot in the heart of the industrial section. Then plank your fanny down there and wait. When someone builds four walls around you, then you have top seniority."

In some instances we have even helped to enforce production ceilings. An employee of an eastern company recently appealed to the NLRB on the basis that his company had fired him, at the union's insistence, for producing too much. He was ordered reinstated with both the company and the union paying him for back wages.

Rigid labor agreements, wage practices, seniority provisions, and production ceilings are making a mockery of free enterprise at the bench, at the machine, and on the assembly line.

We talk of the individual, personalized treatment of people as the answer to many of our human relations problems. But all the time we are lessening the worth of the individual. One of the greatest indictments of many personnel people is that they have ignored, and sometimes even aided, certain labor bosses and dictators in suppressing the civil liberties of their employees. Admittedly, most cases of the denial of civil liberties are not spectacular. But they are cancerous. And they have spread to the point that most personnel people are cynical and calloused to them. "Why," we ask, "don't the members of these unions clean house?"

A church deacon, employed as a machinist, asked the company personnel director his advice about how to protest the union's tactics, with which he disagreed as a member. "I wouldn't advise it," the personnel director replied in all honesty. "The union might make things rough for you out in the shop. The damnable part of it is that I'd most likely have to end up firing you." How many of us would have to give the same advice?

#### EFFECTIVE TWO-WAY COMMUNICATION A CRYING NEED

Notwithstanding the collective approach we are using in personnel management, we still insist that we want to give our employees a sense of "belonging," to have them identify their own objectives with those of the company, to give them a sense of participation. Here is what Fortune Magazine had to say about this:

"The enterprise system by and large *excludes* the worker from the process of enterprising. He is a hired hand who is not supposed to concern himself with such arcane matters as productivity and costs, let alone sales and competitive prices. His brains are not wanted, his love of competition is rejected, his need for incentives other than monetary is dismissed. He is treated as an outsider."

One of the major reasons for this failure, many of us say, is the lack of effective, two-way communication between management and its employees—a very popular subject among us these days.

A cursory examination of the more than 8,000 house organs put out by industry makes one wonder if anybody is listening to what we are saying. What purpose do many of these publications serve? The payoff of house organs supposedly comes from a better understanding by employees of company problems—production, costs, sales, competitive prices, and the like. But what happens? Somebody in Arkansas writes an abstract treatise on profits, and several hundred house organ editors reprint it. Result? Subjects which, if related to the company itself, would be of great interest to our employees are instead by-passed as obvious propaganda.

Our communications program in large part has been psychologically unsound, abstract, defensive, negative, and in some instances downright contemptuous of the very people with whom we are attempting to establish mutual respect.

How are we going to solve the many problems confronting us in personnel management? Many of us have the romantic and idle dream that the new administra-

tion will do the trick. While decrying state interference in business, we at the same time hope government will solve our labor problems—a type of day-dreaming which is not without precedent on our part. During the war many of us welcomed the intervention of the War Labor Board in industrial disputes. It was the easy way. "Let the WLB handle the dispute."

Then when we were faced with the unionization of our foremen, we moaned and cried for a law to bar foremen from unionization. It was one of the most disillusioning confessions of failure ever made by management. For just how effective have we been if our foremen look to unionization? Just how effective is a supervisory force that is not unionized only because organization on their part is not afforded the protection of the law?

### WE—NOT THE GOVERNMENT—MUST DO THE JOB

Later we were confronted by the drive for pensions. Again we looked to the government. The very men who, a couple of years earlier, would have called out the un-American Activities Committee to investigate you if you had made the suggestion that the government should provide pensions for all—now told the union and everybody else who would listen that pensions were the concern of government. They out-Townsend Townsend. And when the union hitched employer contributions to Social Security benefits, we saw these same men plunking for bigger Social Security benefits so company pension obligations would be proportionately lowered.

With Korea was born the Wage Stabilization Board. Many personnel men began to negotiate economic settlements which they hoped the board would later knock down. As a member of the regional board in Cleveland I recall a wage increase which was submitted to us with strong arguments by the company to the effect it would be practically forced out of business if the increase was not granted. But when the company's representatives were contacted personally by industry members of the board, the story was different. They wouldn't mind in the least, in fact would welcome it, if we would deny the wage increase. Nevertheless, we passed the petition. Then the company appealed the case because we had approved it. The management of this company was not alone in lacking the guts to negotiate an economic settlement without government interference.

Edmund Burke once said: "The only way for evil to triumph is for the good people to do nothing about it." Well, there's a lot of evil today in labor relations, there is a lot of house cleaning for us to do, and it is time we do something about it.

## Ability to Speak Well Marks the Leader

by Harrison Terrel

"Ability to speak well no longer is a professional art to be mastered only by lawyers, preachers, teachers and entertainers. The man preparing for leadership in business needs this ability too, because business leadership expresses itself primarily through speech."

That's the considered opinion of the President of National Cash Register Company, quoted by William Phillips Sanford and Willard Hayes Yeager in the recently published third edition of their book *Practical Business Speaking* (McGraw-Hill, 1952, 322 pages, \$4.50).

"In every line of business and in every profession," the authors point out, "men are judged by what they say and how they say it. . . . To the man who demonstrates that he has the ability to think through his problems effectively and speak on them persuasively go increased responsibilities and increased rewards, while the ineffective talker usually has no hope for either. Effective speaking, therefore, should be the aim of everyone who hopes to succeed in all those occupations which require extensive contacts with others."

### SILENCE NOT ALWAYS GOLDEN

How often have you seen this happen? You are sitting in on a conference that's been called to consider an important matter and determine the best course of action. The president of the company has stated the problem, given background informa-

tion, and finally asked for expressions of opinion. Then immediately one of the group, with no exceptional endowment of brains or ability beyond that of the others, lifts himself momentarily above his fellows by his ability to get up on his feet and start talking.

Such ability, it might be said, is mainly a capacity to think fast rather than to talk well. But it isn't necessarily so: the man has learned to think on his feet. He seizes the initiative by taking the floor at once, before either he or the others have collected their thoughts. He may start talking generalities—amiable nothings. But before long he is talking directly to the subject, making points that by this time you and others hoped to present. The very fact that the man is "easy on his feet", that he enjoys getting up before a group and saying his piece, gives him an advantage that is hard for less facile speakers to overcome.

### GOOD SPEAKERS SERVE BUSINESS

To make oneself ready to speak up in a conference or small group discussion, of course, is only one reason—and perhaps a minor one—for the personnel man to try seriously to improve his speaking ability. Authors Sanford and Yeager mention individual success as the first reward that may be won by the accomplished speaker. But they follow up quickly with mention of improved employee relations which result

from better communication. The better *public* relations that follow when company executives are able to speak effectively before organizations are also stressed. Company people have many opportunities to promote better understanding and earn goodwill if they are ready and able to talk well before men's luncheon and "service" clubs, women's groups, college students and faculties, business and professional conclaves.

"Business organizations," say the authors, "having a keen awareness of their public relations problems, are taking more and more interest in providing the kind of training needed to make their employees more effective public relations officers; they are offering them training in effective speaking along with other courses."

#### PERSONNEL MEN NEED SPEAK-ABILITY

As far as a company is concerned, the main interest of every community is in the people who work there—their welfare and progress. Who, if he is a good speaker, is better qualified to talk about company people than the employee relations man who knows them best?

The authors mention a "distinguished engineer" who was honored by the university from which he had graduated. After the ceremonies, a reporter asked him what courses he would take if he were to go to college again. His answer was that he would certainly take all of the courses in effective speaking he could get.

Many readers will agree that school courses and activities that give a lad confidence and proficiency in talking before groups are among the most practically useful in nearly any kind of business. Your reviewer's opinion is that there should be much more emphasis on such courses and activities, starting in high school and continuing right through college, and that some of them should be "required" rather than elective.

Granted that the personnel man agrees with most of what's been said, and would like to make himself a better speaker: what can he do about it now? Will books help him? What books?

Some answers to the first question come to mind immediately. He can "take a course". He can enroll with, or even organize, a like-minded group for instruction and practice. He can gain "confidence on his feet" with Dale Carnegie or one of his kind.

#### MANY BOOKS ON BETTER SPEAKING

To the second question, "Will books help?", the answer is yes, with the usual reservation about self-help from books. That is, books will help if a man's seriously determined to be helped, and practices what they teach.

As for "what books?", "Practical Business Speaking" is among the best, as attested by its continued popularity since the first edition came out in 1929. The authors have taught speaking for many years and have conducted speaking courses for business people in more than one hundred kinds of business. Both are university professors.

The book has twenty-four chapters under three main headings: "Principles of Business Speaking", "Types of Business Talks", and "Business Interviews, Conferences and Discussions". Chapters deal with organizing and delivering talks, making ideas attractive to the particular audience, the importance of personality in speaking, planning and conducting meetings.

Despite the fact that the book flows along in a business-like way, it may seem rather text-bookish in flavor. Less so is a comparatively small, easily handled book of 118 pages, called "Speak With Ease". Written by Russell Conwell Ross, this was published by D. Van Nostrand Co., Inc. of New York in 1950. Mr. Ross says his is

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**OTHER GOOD BOOKS ON SUBJECT**

"Effective Radio Speaking" by William G. Hoffman and Ralph L. Rogers, published by McGraw-Hill in 1944, gives much advice which is equally applicable to non-radio speaking. For example, the speaker is told to avoid tiresome clichés and "stale fancy phrases" that may once have been good but that have lost their savor. Forty-two such phrases are listed, including *add insult to injury*, *agree to disagree*, *conspicuous by their absence*, *moral victory*. Fifteen outworn similes follow, like *brown as a berry*, *flat as a pancake*, *warm as toast*.

"Public Speaking for Everyone," by James W. Armstrong (Harper and Brothers, 1947) is among the best we've come across. One thing we like about it is that it's broken up into inviting snatches with italicized subheadings. For almost every precept there's an example. Each of the book's seven parts, after the first, has its own "foreword" that tells you what to look for, and why.

Finally, for the reader who likes a "popular", not to say "racy", style, "Tested Public Speaking" by Elmer Wheeler is still good. This was published by Prentice-Hall in 1939. Mr. Wheeler, you know, is the "tested selling sentence" man who exhorts us to "sell the sizzle, not the steak." In this book he tells us, "Whatever you are going to talk about has a sizzle"—and goes on from there with the boundless verve that has become so familiar. He says a speaker must "put himself across" in his first ten seconds.



# Personnel Research

*The Incomplete Sentences Technique as a Measure of Employee Attitudes.* By Edward P. Friesen, Stevenson and Kellogg, Ltd. *Personnel Psychology*, Vol. 5, No. 4, Winter, 1952, 329-345.

There are two trends in methods used to appraise employee attitudes. The most commonly used methods are direct questionnaires or rating scales. There is another trend, however, which relates to the development of more indirect, subtle methods such as the semistructured interview and projective techniques.

Projective techniques might be expected to be truer measures of attitudes than ordinary direct-method questionnaires, because they tend to reveal inhibited, unconscious feelings and attitudes. They should be freer from the bias of the employee and they usually allow for a wider range in the content of the replies.

Most projective techniques such as the Rorschach are rather difficult to administer and interpret. One projective technique which is relatively simple to develop, administer, and interpret is the incomplete sentences technique. In this study a series of incomplete sentences was used to measure (1) Attitude toward the working situation, (2) Attitude toward the actual work done, (3) Attitude toward self or personal adjustment, and (4) Attitude toward leisure.

The employees measured in this study were a group of women office workers employed by a large metropolitan newspaper. The majority of them were under thirty years of age and had been employed from six months to four years at the time of the study.

The author prepared a blank consisting of 100 incomplete sentences, and 81 of these items appeared to be discriminating. The blank was validated against a criterion of fellow-employee ratings. The incomplete sentences replies were also studied in relation to the stability of employment and ability to gain acceptance by fellow employees.

The following items taken from the blank will give an idea of the type of incomplete sentences which were used:

- 3. Some other job here would be ....
- 20. The trouble with my job ....
- 42. After work I relax by ....
- 46. Compared to other supervisors mine ....
- 73. I'd quit my job, except that ....
- 88. The opportunity to say what you think around here ....

One of the difficulties of a blank of this sort is to find a reliable method of scoring. The author describes the scoring guides which he developed and the weighting which he gave to different types of responses.

In spite of the shortcomings of the method, its experimental use in other organizations would appear to be justified. No data are presented to indicate that this technique is an improvement over the direct-method questionnaire, but the study indicates that incomplete sentence stimuli can be adapted to the measurement of attitudes.

Perhaps this review should close with a warning that the incomplete sentences blank appears deceptively simple. This is not a method that can be used effectively by untrained or inexperienced personnel workers.

# Across the Editor's Desk

## With the Local Personnel Associations

TOLEDO PERSONNEL MANAGERS' ASSOCIATION met on January 7. A panel of outstanding leaders in Toledo industry discussed "The Evaluation and Development of a More Effective Personnel and Industrial Relations Department."

CAPITAL DISTRICT PERSONNEL ASSOCIATION draws its membership from around Albany. Officers for the current year are Douglas J. Hanor of Sterling-Winthrop Research Institute, Rensselaer, New York, President; John E. Van De Car, Mica Insulator Company, Schenectady, Vice President; and Ernest E. Kellogg, Consultant Industrial Relations, Troy, Secretary. Highlights of 1952 were a series of plant visits to Behr-Manning, Inc., Mica Insulator Company, New York Telephone Company, and TV station WRGB, Schenectady. In October the featured speaker was Hiram S. Hall, Industry Representative of the Wage Stabilization Board.

PERSONNEL WOMEN'S GROUP OF LOS ANGELES announces new officers: President, Greta Wolff, Interviewer, Lockheed Aircraft, Burbank; Mary Allen, Employment Representative, Southern Counties Gas Company, Publicity Chairman; Julia Marshall, Department of Employment, Membership Chairman; and Helen Hinkle, Personnel Manager, Hartwell Manufacturing Company, Treasurer.

PERSONNEL ADMINISTRATION ASSOCIATION OF BALTIMORE met January 28 to hear about "Current Problems in Unemployment Compensation." R. E. Chislett, Employee Relations Department, Esso Standard Oil Company in New York, was the speaker. Mr. Chislett spoke on many of the unpublicized activities which cause rate increases for unemployment compensation.

COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION publishes the *Cupa News*, a mimeographed monthly magazine. The December issue features a current membership list, the results of an office hours survey, and an article on employee-management relationship. L. H. Glander of Michigan State College, East Lansing, Michigan, is editor.

BEAVER VALLEY PERSONNEL ASSOCIATION of *Pennsylvania*, has sent us their 1952-53 handbook. A. D. Webster, of the Armstrong Cork Company, is President. William D. Kramer, of the Spang-Chalfant-National Supply Company, is the Secretary. Bert Hough, Director, District 20, C.I.O., was the speaker at the January meeting.

SEATTLE CHAPTER PACIFIC-NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION announces that officers for the new year are Neil K. Smith, President, Donald E. Forlander, 1st Vice President, and Peggy Froelich, Secretary. The speaker at the January meeting was Herb Hill, Rehabilitation Consultant of the Washington Temperance Association. He spoke on "Why Alcoholism Is an Illness."

CALIFORNIA PERSONNEL MANAGEMENT ASSOCIATION heard John A. Hill speak on "People and Profits in 1953" at the January meeting. Mr. Hill is President of the Air Reduction Company, Inc., New York. Clyde W. King is President of the Association, W. L. Ingraham is Vice President. The Association's *Personnel News Bulletin* mentions two articles in the October *Personnel Journal* as being especially good.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO listened to Dr. Herold C. Hunt

describe "Education as a Venture," at the January meeting. Dr. Hunt is General Superintendent of Schools in Chicago.

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PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES turned the January meeting into a "ball" for their first Ladies Night program. The speaker was Larry Appley.

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CALIFORNIA TRAINING DIRECTORS' ASSOCIATION had a husband and wife team as the double-feature attraction in January. Harry Allen Overstreet and his wife, Bonaro Wilkinson Overstreet, discussed "Building Sound Human Relationships." The Overstreets have developed a peculiarly effective form of team-lecture. Mr. Overstreet is the author of "The Mature Mind". Mrs. Overstreet has written several books, and the two have collaborated on other books.

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NEW YORK PERSONNEL MANAGEMENT ASSOCIATION asked "Is Personnel Here to Stay?" at the January meeting. Dr. Millard C. Faught answered the query—we trust in the affirmative.

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PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION in its attractive magazine, *Personnel Panorama*, for December describes the Victoria Conference with enthusiasm. Highlights of the conference have been presented in *PERSONNEL JOURNAL*. Pictures in *Personnel Panorama* confirm the impression that the conference was unusually well-attended and lively.

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APPLETON PERSONNEL ASSOCIATION, of Appleton, Wisconsin, continues its plan of touring plants. In January the group went to see the Appleton Coated Paper Company. Several members acted out situations that come up in industrial relations, for the programmed part of the meeting. Discussion followed the dramatics.

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CIVIL SERVICE ASSEMBLY OF THE UNITED STATES AND CANADA publishes *Personnel News*. The monthly sheet covers current developments in public personnel administration. The December issue gives a comparative chart of "Time-in-Grade Requirements for Promotion in Police Departments." Practices of 17 American cities are shown.

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PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO devoted the January meeting to a proposed amendment to its Constitution. The amendment is on membership requirements.

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PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE heard about "Research to Evaluate Personnel Activities," at the January meeting. Floyd Mann, Assistant Program Director, Institute for Social Research, University of Michigan, was the speaker.

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WOMEN'S PERSONNEL GROUP OF PHILADELPHIA saw a movie "The Supervisor as a Leader" at the Christmas meeting. *WPG News* has a couple of informal book reviews, one on the three books by Rudolph Flesch, on plain talk, readable writing, and clear thinking. Mr. Flesch and his books should be familiar by now to most PJ readers. The reviewer warns, "... don't start any of the books with the intention of using them for pick-up, off-and-on reading. Even though they are designed to teach you something, the sugar coating is so palatable, you'll find them hard to put down!"

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ASSOCIATION OF NEWSPAPER PERSONNEL AND INDUSTRIAL RELATIONS EXECUTIVES circulates a monthly newsletter. The Association also holds an annual two-day conference. Stewart Hooker, Personnel Director, The Philadelphia Inquirer, is President of the Association.

## At the Workshops

AMERICAN MANAGEMENT ASSOCIATION is sponsoring a series of workshop seminars. More than 1,500 executives from all sections of the country will pool business and industrial experience for the seminars. Between February and June the A. M. A. will conduct 102 intensive small-group discussions of specific management problems. Tailored to the professional interests of executives in the major branches of business management, seminar subjects are drawn from the fields of finance, general management, manufacturing, marketing, office management, and personnel. Thirty of the groups will meet at the Palmer House, Chicago, and the remainder at the A. M. A. Management Center in the association's offices, 330 West 42nd Street, New York City.

TEMPLE UNIVERSITY HELD A COMMUNICATIONS CLINIC FOR INDUSTRIAL EDITORS, January 18-20, in Philadelphia. Millard C. Faught, President, The Faught Company, New York City, spoke on "To Communicate One Must First Tangibil-

itate." Hugh C. Hoffman, Associate Editor, *The Public Opinion Index for Industry*, spoke on "Measuring the Impact of Company Publications." "The Questions and Answers Column in an Industrial Publication" was the subject of a talk by Frederick W. Steiner, of the Detroit Edison Company. Other speakers were John F. Simons of the General Electric Company, New York; John W. Fulton, Executive Secretary, National Industrial Recreation Association, Chicago; Edward H. Schmidt, Associate Editor, *The Reader's Digest*; J. Homer Winkler, Technical Advisor, Battelle Memorial Institute, Columbus, Ohio; Jerry Callahan, *The Philadelphia Bulletin*; and Daniel D. Mich, Editorial Director, *McCall's*.

MOUNTAIN STATES EMPLOYERS COUNCIL of Denver, has sponsored two workshops recently. The Seventh Office Workers Survey of wages and fringe benefits was explained and discussed at the fall workshop. The December workshop was concerned with employee attitude or morale surveys.

## Looking Over the Employee Magazines

DEPARTMENT OF THE ARMY publishes a well-illustrated magazine, *Army Information Digest*. The publication, of "digest" size, is printed on coated paper. The January issue carries an article, "Completed Staff Work—The Commander's Part," by H. A. Damminger, chief, Industrial Mobilization Division, Office of Programming, Munitions Board. The article deals with the delegation of responsibility. An accompanying chart presents both sides of the picture: how to do it (completed staff work); and how to get it. The author lists six suggestions. 1. Know the problem. 2. Make one individual responsible for the solution. 3. State the problem clearly, precisely; explain reasons, background; limit the area to be studied.

4. Give from your knowledge and experience in the problem. 5. Set a time limit; or request the assignee to estimate a completion date. 6. Assure your subordinate that you are available for discussion as work progresses. *Army Information Digest* is edited and published under the supervision of the Commandant, Armed Forces Information School, Fort Slocum, New York. It has a monthly distribution of over 50,000 copies. Myron K. Barrett, Lt. Colonel, Inf, USA, Editor, was kind enough to send us a copy.

COLONIAL WILLIAMSBURG publishes a monthly newspaper, *Colonial Williamsburg News*, for and by employees. The December issue announces the opening of a central

employment office in a broadened personnel program. It also describes a revised plan that allows a more flexible use of vacation bonus. The paper makes it evident that the most modern personnel policies are used in this Colonial Restoration. Van MacNair is the managing editor. Richard W. Talley, Director of Personnel Relations, thoughtfully sent us the paper.

THE CHAMPION PAPER AND FIBRE COMPANY, of Hamilton Ohio, has a top-notch monthly publication, frequently mentioned in these pages. The Christmas issue of *Stet* reports on the House Magazine Institute's first regional workshop. Other meetings noted are conferences of the Rochester Industrial Editors' Association, and of the American Railway Magazine Editors' Association. The South Atlantic Council of Industrial Editors met in Statesville, North Carolina. A picture story in the same issue emphasizes the importance of getting correspondents for house magazines together. Eastern Gas and Fuel Associates, Boston, according to the article, hold such meetings regularly for education, indoctrination and inspiration. *Stet* is edited by K. C. Pratt Incorporated, 50 East 42nd Street, New York 17.

FACTORY MANAGEMENT AND MAINTENANCE for January carries two articles of unusual interest. Kenneth M. Piper of Motorola, Inc., Chicago, writes about Motorola's imaginative plan that keeps workers sold on profit sharing. Mr. Piper's

work has come to the attention of PJ readers in several recent issues. He explains that Motorola builds up interest in profit sharing by employment advertising, booklets, an indoctrination movie, sponsors, and letters to employees. The company maintains interest in the plan by welcoming the employee as a participant, by frequent posting of the account book, by "pulling out the stops" when the company contribution is posted, by contests and by maximum publicity of company contribution, to mention only some of the methods used.

A second article, "NAF—Training Ground for 50,000 Foremen," describes the National Association of Foremen. "It's not a union, though some executives mistakenly think it is. It's not any other kind of pressure group, either. It's a big, growing organization of men who think good supervision is just about the most important thing on the industrial scene." The Association, founded in 1919, has three aims: (1) better qualified leaders among management; (2) unity among all segments of management; (3) preservation of the free enterprise system.

PHILADELPHIA INDUSTRIAL EDITORS ASSOCIATION conducts an annual contest among Journalism students in the area. Last year's winning essay was by Robert M. Barron. The title was "How Will a Company Benefit by Issuing an Employee Publication?" Reprints are available from Elizabeth W. Gillies, secretary, whose address is Fidelity Mutual Life Insurance Company, Parkway at Fairmount, Philadelphia 1, Pa.

### What's New In Publications

AN UNUSUAL EMPLOYEE MANUAL called *The Company You Keep* has been sent to us by Richard S. Ostberg, Superintendent, Personnel Department, The Employers' Group Insurance Companies. The size and format of the booklet are both out of the ordinary. It is 8½" by 5½", with the

printed material on a smaller insert. The paper is coated, color scheme blue and white. Bold cartoons illustrate the well-organized text. There is a convenient index covering subjects from absence to vacation and including education, status, history, hours, insurance benefits, retirement, sug-

gestion system and troubles. There shouldn't be many troubles, with such a complete manual to orient employees.

A booklet "dedicated to the ghosts of folks who had deadly ideas", produced and copyrighted by National Safety Council, has been distributed to General Motors people. Brightly colored cartoons illustrate such deadly ideas as "Me, I'm lucky", "It's the law of averages", "Safety is sissy stuff", "Accidents happen to the other guy". Should be effective as a piece of safety literature.

THE NEED FOR LEGISLATION FOR DEFERRED PROFIT-SHARING PLANS is discussed in a pamphlet that comes to us from Canada. William M. Mercer Limited has prepared a brief to the Minister of Finance, Canada, advocating legislation which would permit deferred profit-sharing plans in Canada under income tax laws. The pamphlet describes the philosophy of profit-sharing, and the difference between immediate and deferred profit-sharing plans, as well as suggested changes in legislation. William M. Mercer Limited also publishes a monthly *Employee Benefit Plan Bulletin*.

INTERESTING DEVELOPMENTS IN INDUSTRIAL RELATIONS in 1953 are forecast in the December 15 *Industrial Relations Letter*. The letter comes out the first and fifteenth of each month. It is published by Everett Van Every, Farm Credit Building, Berkeley 4, California. Mr. Van Every feels that Martin Durkin will become increasingly acceptable, strikes will slow down and labor will sober up. He says that all seventeen of the speakers who addressed the 28th Pacific Coast Management Conference in Berkeley last October were eastern executives. Several of them, he says, expressed the belief that "Eastern methods in dealing with unions and employee relations should be examined for their effectiveness in the Western arena." The letter lists the best

business books of 1952, including *Readings in Personnel Administration*, by Paul Pigors and Charles Myers; *Successful Human Relations* by William J. Reilly; *Principles of Human Relations* by Norman R. F. Maier; and *Human Factors in Management* by S. D. Hoslett. A list of outstanding articles for the year 1952 mentions "The Frustrated Foreman" in the July-August issue of the *Personnel Journal*.

A SELECTION OF ARTICLES INTERESTING TO FOREMEN is brought together the *The Foreman's Digest*. The January issue summarizes "Supervisors Don't Criticize Enough" from the November issue of *PERSONNEL JOURNAL*. Mort Friedlander, who edits and publishes the *Digest*, can be addressed at Mystic, Connecticut.

SEVERAL BRIEF LEAFLETS ON CREDIT UNIONS have been sent to us by the Credit Union National Association, Madison 1, Wisconsin. One describes the credit union's place in history. Others endorse and describe the unions.

AN ALARMING UNDERGROUND MOVEMENT IN GERMANY is described in well-documented detail in the December issue of the *D. G. B. news letter*. The letter is published by the executive committee of the German Federation of Trade Unions. The Unions have strongly protested the existence of such a Nazi-type organization. Ludwig Rosenberg is the editor of the letter. The full address is German Federation of Trade Unions, Department 11, Foreign Relations, Dusseldorf, Hans-Buckler-Haus, Stromstrasse 8.

ATTENDANCE BONUS PLANS ARE DESCRIBED in an article by E. J. Moran and R. H. Meyer in the Australian publication, *Industrial Psychology and Personnel Practice*. The article reports the findings of a survey of thirty-four firms, and discusses the provisions and effectiveness of the different

kinds of attendance incentive plans that were found to be in use. Attendance bonus plans relate performance in terms of punctuality, attendance, or both, to a specified scale of rewards. The plans severally were based on four kinds of bonus calculations: bonus paid at a flat rate per specified period; bonus calculated as a percentage of wages; a service loading bonus; and bonus depending on length of service and foreman's rating. The two most important reasons given by managements for introducing their plans were to improve punctuality and secure regular attendance and to attract and hold labor. All plans had come into being during the last 7 or 8 years, and appear to be related to problems of labor shortage. Whether they are essentially prosperity phenomena remains to be seen. The bulletin is published by the Secretary, Department of Labor and National Service, Box 2817AA, G.P.O., Melbourne, C. 1., Australia.

A LOOSELEAF MAGAZINE IS SOMETHING NEW. Pages of *The Management Guide*, which digests management publications, are loose inside a cover. They are also punched for filing. Number 48 includes an article from the *PERSONNEL JOURNAL*, on "Planning the New Labor Agreement." The magazine is published by Management Guide, Inc., 301 West 106th Street, New York 25.

TRAINING THE SUPERVISORY TEAM is discussed from the British point of view in the *Journal of the Institute of Personnel Management*, Hill Street, London W.1. The article describes an experiment in training supervisors in working groups, and the use of case studies and group discussions. Experience so far supports the contention that a team of supervisors does not necessarily develop on its own, but can be created, and that in this, collective training is an important element. M. B. Forman authored the article.

### SITUATION WANTED

**PERSONNEL ASSISTANT:** B.B.A. Industrial Relations. University of Minnesota. 2½ years general experience as staff member in charge of all phases of personnel function for a precision metal manufacturer having 450 employees. Desire to specialize in wage and salary administration in larger company. Age 27, excellent health. Resume upon request. Reply Box 221.

**PERSONNEL PSYCHOLOGIST:** Yale engineering degree and 3 years related experience. Columbia M.A. in vocational guidance (courses in psychology, testing, counseling, personnel administration, statistics, etc.) 2 years experience as job analyst. Seeking position in testing, counseling and related work, including research in industrial psychology. Age 29. Married. Prefer northeast. Reply Box 222.

**PERSONNEL ASSISTANT:** 2½ years experience in recruitment, selection, training, records management, research and statistics, wage administration, procedure writing, work measurement, and advising line officials on personnel policies and procedures. Plus 2½ years personnel experience as Naval officer. Presently employed as Assistant to Personnel Director of national organization with 700 employees. M.A. in Personnel Administration. Age 28. Married. Prefer New York-New England area or overseas. Available July. Resume on request. Reply Box 223.

**INDUSTRIAL RELATIONS—PERSONNEL:** 7 years experience in all phases of industrial relations and personnel management and administration including labor relations (union contract negotiations and grievances), employee services, personnel records, wage and salary administration, and employment. M.A. degree. Age 30. Single. Present salary \$7200. Los Angeles area. Reply Box 224.

**PERSONNEL ADMINISTRATION:** 3 yrs. experience employment and safety supervision. Employee training programs and industrial relations plans. Age 25. Married. 2 children. College graduate. Will relocate. Reply Box 227.



## SITUATION WANTED

**EXECUTIVE DEVELOPMENT:** 14 years broad personnel management experience; 2 years executive development, national organization, 20,000 employees; 2 years college teaching; also qualified as executive assistant; MA personnel administration, Phi Beta Kappa; age 37, married, 3 children. Reply Box 195.

**PERSONNEL DIRECTOR:** Personnel "Man-Friday" in leading company able and ready for permanent major responsibility in growing organization. Excellent education, mature, married, veteran, fully qualified in recruiting, selection, placement, development, relations, administration, and other tried and new functions of personnel management. Other experience in sales, credit, production, office management, and public relations insures versatility and understanding for good relation of program to line functions and community. Prefer Eastern Penna. and New Jersey. Reply Box 200.

**RECREATION DIRECTOR:** 37 years old, M.S.W. Degree in Group Work and Industrial Recreation three years experience as Director of employee activities programs, nine years experience with international recreation organization, desires to relocate, available July, 1953. Reply Box 201.

**ATTENTION CONSULTING FIRMS AND PERSONNEL DEPARTMENTS:** Available in Northern New Jersey and New York City—professional Psychologists with extensive experience in personnel testing and interviewing to handle your field processing in this area. Fee basis. Reply Box 214.

**PERSONNEL-INDUSTRIAL RELATIONS DIRECTOR:** 10 years experience in all phases of labor relations and personnel administration, including policy development, negotiations, employment, job evaluation, merit rating, pensions and insurance, communications, supervisory training, discipline. Employed as Labor Relations Director, multi-plant company, AFL, CIO and office unions, top level staff function. Seeking overall industrial relations responsibility. College graduate. Age 42. Present salary \$8400. Will relocate. Reply Box 203.

**PERSONNEL DIRECTOR:** Seven years of extensive personnel adm. exp. Successful record of achievement as Personnel Mgr. of plant employing 3000. Employed but seeking new challenge. Age 35, married, degree. Sal. req. \$11,000 per year. Midwest loc. preferred but not essential. Resume/interview at your request. Reply Box 207.

**PERSONNEL MANAGEMENT—INDUSTRIAL RELATIONS:** 11 years state unemployment insurance work. 24 years casualty and surety home office branch office experience. Widower. No dependents Reply Box 209.

**PERSONNEL:** 6 years counseling and selective placement experience with non-profit vocational service agency, seek industrial employer interested in applied human relations; confident can work with people "at work", willing to assume responsibility. Master's degree in Psychology; age 33, married, 2 children. Opportunity primary; will acknowledge all replies. Reply Box 210.

**NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER:** Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 212.

**PERSONNEL:** 3 years experience developing and formulating conservative employee relations including supervision of foremen training program, safety committee, personnel records, company newspaper, testing recruiting and placement of technical personnel. Presently employed seeking position in South or Southwest. College graduate. Personnel Admin. major. Age 27, Vetran, married, 2 children. Reply Box 213.

**PERSONNEL MAN:** 15 years experience in personnel work including training, workmen's compensation, unemployment compensation and safety in both Canada and the United States. B.S. Degree. Some electronics background. Presently employed as personnel manager of company of 600 employees. \$7,000 minimum. Reply Box 216.

**PERSONNEL:** M.A. Applied Psychology. Married and 31 years of age. Immediately in any locale. Resume upon request. Reply Box 218.

Advertisements will be accepted under these headings at 50 cents a line for one insertion. Average 37 characters per line. 10% discount for two insertions, 30% off for three insertions or more.

See Help Wanted advertisements on p. 374 — other Situations Wanted on p. 395



# PERSONNEL Journal

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

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Number 11

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EDWARD N. HAY, *Editor*

HARRISON M. TERRELL, *Managing Editor*    DORIS D. HAY, *Assistant Editor*

EILEEN AHERN, *Contributing Editor*    D. M. DRAIN, *Circulation Manager*

# Conference Calendar

## APRIL

14-15 Minneapolis, Minn.

*University of Minnesota.* 11th Annual Industrial Relations Conference. Center for Continuation Study, University of Minnesota, Minneapolis 14, Minn.

18-19 Houston, Texas. Shamrock Hotel

*International Association of Personnel Women.* Annual Conference. Viva Armstrong, Chairman Publicity, % California Packing Corp. 215 Fremont Street, San Francisco 19, Calif.

21-22 Berkeley, Calif. Claremont Hotel

*California Personnel Management Association.* 29th Pacific Coast Management Conference. Farm Credit Building, 5th Floor, Berkeley 4, Calif.

23-24 Montreal. Sheraton-Mount Royal Hotel

*Canadian Industrial Trainers' Association.* 7th Annual Conference. J. C. A. La-Ferriere, Publicity Chairman, 35 Notre Dame St. West, Montreal, Canada.

## MAY

6-7-8 Boston, Mass. Sheraton Plaza Hotel

*American Society of Training Directors.* 9th Annual Conference. A.S.T.D. Room 614, 80 Federal Street, Boston 10, Mass.

15-16 Houston, Texas. Rice Hotel

*Southwest Area.* Industrial Relations Conference. C. H. Winston, Secretary 1600 Louisiana, Houston, Texas.

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# Editor to Reader:-

INCOMING MAIL IS THE VERY LIFE-BLOOD OF MANY A BUSINESS. I remember having once heard that it's so important to the big mail-order houses that they've analyzed it carefully, and by weighing the day's mail can tell within fairly close limits what dollar volume of orders is in it. This enables them to gear up for the day's activities while the mail is being opened, sorted and distributed. In a big publishing house a department manager's standard greeting to his men was not "Good morning" but "What's in the mail?" By the time he asked, the men were expected to have the answer too!

Our mail, of course, doesn't compare in volume with that of the big fellows but is just as eagerly welcomed. Not to be too subtle about it, I wish we had more. It helps a great deal to hear from you, our readers, that you liked this or that article and why, or that you don't agree with this or that point of view, and why. Somehow, an editor has to interpret accurately "the sense of the meeting" as to what his readers want in their publication in order to make it most valuable to them. When he hears from readers direct, he doesn't have to rely so heavily on intuition and has a surer basis for judgment. So the next time you have an impulse to drop me a line about something, please obey that impulse!

One thing, in particular, I hope to hear about from many readers is our "Across the Editor's Desk" department in the back of the book. Do you read and like this department? Should it be shorter? . . . longer? Can you suggest any change that would improve it in your estimation? Do you occasionally have news items you could send us that would seem to fit there? We're trying a little change-of-pace in reporting personnel association activities this time.

If you feel so disposed, tell me how you like it.

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OF COURSE YOU HAVE HEARD THE ADVICE about being a good listener. Not all of us faithfully follow this advice. It was said recently of a non-follower, "He is not listening; he is just waiting for an opening."

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WORKERS ARE PEOPLE. On the job, they are people in closely knit groups and with more than a little social organization. To get the highest morale and greatest efficiency, both of these not-very-startling facts have to be taken into account. This is one thing that makes the personnel man's job interesting—and keeps him in the market for aspirin.

We usually think of a business as a working assembly of plant, machines and individuals. To think of it as a social organization is relatively new. We're just beginning to realize fully how much the reaction of individuals on each other in their groups has to do with how well or how poorly the organization functions.

A striking example of what happens when psychological and social elements are disregarded is cited by Harriet Ronken and Paul Lawrence in their book *Administering Changes*, published by Harvard's Division of Research, Graduate School of Business Administration. The study is a case history concerned with a new product from the experimental stage to its eventual production on a profitable basis.

Troubles developed and not a salable unit was produced in many months. I won't go into the technical difficulties. My point here is that back of the troubles were inter-personal tensions. Not until they were brought to light and resolved did the project start moving smoothly. The at-

mosphere of experiment and change upset established working relationships, customary routine and channels of communication. The molehills of everyday problems became mountains separating people who normally worked well together.

A team of outside observers finally was brought in to straighten things out. They quickly noted and pointed out the conflict of personalities within the small group, the feelings of frustration and insecurity, the lack of understanding, cooperation and coordination. Two *industrial* engineers had directed development of the product in its earlier stages; when it was considered ready for production, *development* engineers were introduced into the picture. This made for jealousies and friction at the top of the project. Two girls had been working with the engineers during the experimental and development period. When they were suddenly transferred to the production line they were hurt by the loss of prestige they had enjoyed. They ceased working together and enjoying their jobs. The company lost what they had considered "two very unusual girls".

To my mind, the lesson for personnel people in this story is that managers must be acutely concerned with the point of view of employees who will be affected by changes in the job or in the group doing the job. They must see situations as the workers see them, in order to foresee possible troubles and head them off. Especially, they must help individuals to understand and communicate with each other.

Returning to my first observation that workers are people, isn't it true that almost all of us hold to and bring into every new situation a certain picture of ourselves in relation to the world—a way of interpreting experiences and feelings that colors everything said, heard and done? It is our conflicting understandings, assumptions and

expectations that make communication so difficult, and so important.

ONE MEASURE OF AN EXECUTIVE'S SIZE is the breadth of his outlook. This is just as true in the personnel management field as in any other. We seem to have encouraged a good deal of soul-searching lately, with observations from Wade Shurtleff last month on "humbugs" of the personnel movement and a look at our future in this issue through the eyes of Dale Yoder. The burden of both pieces, it seems to me, is that if industrial relations men are to make the most of themselves individually, and win the place for themselves as a group that the importance of their work warrants, they must learn to do more and bigger thinking.

Some years ago I had the real privilege of working with a company head whose outlook and thinking encompassed his whole industry. His way of looking at things was especially striking in relation to promotion. He spent and continued to spend thousands of dollars yearly, not so much to sell his company and its services as to sell broader horizons to his entire industry, which was and is one of the biggest.

When the "old man" retired, younger men, capable but without his vision, took over and operated the business on a what's-in-it-for-us, day to day basis. Within a few years the business folded. It might have happened even if the wise old man had remained as pilot, but I've always wondered.

All of which is to say that I agree with what I think our friends Shurtleff and Yoder and others want to get home to us—that it's not enough for personnel people to just "get by" with a routine, unimaginative, work-a-day operation. That is, it's not enough if we want to achieve the status in top management that can and should be ours. We must think, read, study, perceive, blaze new trails. We must work

not for our own aggrandizement and profit but for the welfare and progress of the people for whom we have so much responsibility. We must take an active and constructive part in our associations, be concerned not solely with our own little affairs but for our communities and society as a whole.

That's a tall order. We won't fill it quickly, but we can try.

**THE QUALITY OF DISCONTENT**—OF NEVER BEING QUITE SATISFIED with what we have and always pushing for more—is characteristic of Americans generally. Perhaps it's especially remarkable in the organized working man. Within reason, I think it's all to the good. As much as anything, it accounts for our high average well-being as a people.

But at the same time I wonder whether it might not be good for us to stop more frequently and "count our many blessings" as the old hymn suggests. A worker in the Baltimore plant of Waverly Press and The Williams & Wilkins Company, who print and mail this journal, did just that. In the company's magazine for and by employees he wrote:—

"As an apprentice or 'printer's devil', I started to work in the composing room of a commercial job shop. Working hours for the journeymen were from 8 a.m. to 5:15 p.m., five days a week and 8 to 12:15 noon on Saturdays. . . . We in the beginning had no electric lights, so with a wax taper I had to light all the gas lights which were equipped with Welsbach mantels that burned all day. Besides giving us light, they imparted a terrific heat. . . .

"We had no individual lockers. A nail driven in the wall took care of our wearing apparel. It was not uncommon for a roach or two to take shelter in one's coat or trousers and be transported home or make itself shown while riding on a crowded streetcar. It was not safe to keep one's lunch in his coat pocket, since the mice had their lunch an hour before the twelve o'clock whistle blew. For this and other sanitary reasons, men hung their lunches on wire suspended from the ceiling far out of reach of all vermin. Each man had to bring his own soap and towel. Towards the end of the week the towels had a sour smell. . . . No vacations, no paid holidays, no rest periods, no air-conditioned shop.

"Believe me, friends, I do not want to be known as a 'company man' for writing this article, but as one who learned the trade the hard way, it might help the more

serious-minded to appreciate, as I do, the progress of the trade and benefits the men of today enjoy at Waverly Press, Inc.

"First and foremost, we have our individual steel lockers, clean locker rooms, sanitary paper towels and soap furnished free to employees, hot and cold water, sanitary drinking fountains dispensing ice water, shower baths at our disposal, sanitary waste cans, sand-filled containers for cigarette butts, vending machines for a snack or drink. . . . Near perfect (?) fluorescent lights, air conditioning, rest periods, vacation periods, paid holidays, etc."

Despite the apparently questionable lighting (that's the employee's own question mark) this old-timer finds a lot to be thankful for at work, and doubtless could find as much again at home. I think, as he says, his story will help some of his co-workers to appreciate more the benefits they enjoy which are not often thought of. . . . Is there a veteran in your organization who could write an equally arresting and salutary piece for *your* company magazine?

**RELAX! YOU PERSONNEL FELLOWS** will certainly have to learn to relax. I don't know any job which has so many stresses and strains as a personnel job. You no sooner get your mind on one thing than six people are after you to do something else. And so much of what a personnel man does is in the most highly charged field in human affairs—every man worrying about the things that concern *him*.

All the up-to-date doctors now know that nervous tension is one of the worse diseases of man. The way to lick it is to go after it. Many books tell you how to do this. You will find if you concentrate on relaxing your muscles that your mind will follow along. You will feel better at the end of the day and, when Father Time begins to breathe down your neck, you will be in better shape physically and mentally than the fellow who lets himself get in a "stew" all the time.

*Ned Hay*

The *attitude* of foremen toward workers is more important than their *technique*. Right attitude promotes understanding, without which prescribed methods of dealing with situations are often ineffective. Training of foremen, says the author, should therefore embrace both attitude and technique, with most emphasis on the former. This is the fourth article of a series to be collected in a single reprint upon its conclusion.

# Attitude Training vs. Technique Training

By EUGENE EMERSON JENNINGS,  
Assistant Professor of Industry  
University of Pennsylvania, Philadelphia

**Y**EARS ago when workers were almost completely dependent upon the whims of foremen for satisfaction of their real or imagined needs, foremen served primarily to display authority and keep workers well disciplined.

Today many foremen are confused by the reversal of the foremen-worker relationship. They now depend to a great extent upon the workers' fairness, whims or emotional desires for their own personal success and security. With authority drastically restricted, together with an increase in responsibility, foremen have to rely upon their understanding of human behavior and personality to gain cooperation from labor.

## FOREMEN NEED TO UNDERSTAND HUMAN BEHAVIOR

In response to this need, foremanship training aimed at understanding human behavior is becoming common in industry today. Such training starts with orientation emphasizing the need for understanding human behavior with quick glances into psychology, usually followed by a definition of the duties and abilities of foremen. The meat of the training, which places emphasis on a friendly, understanding, direct and personal approach to workers' problems, usually generates considerable enthusiasm. Appealing and effective techniques are discussed, among which are in-

cluded ways for being friendly to workers, understanding their problems, being fair and honest and taking a personal interest in their welfare.

Foremen coping with the gigantic task of gaining cooperation from workers are usually avid participants and seem to benefit greatly. However, much of the benefit wears off rather quickly and few programs produce lasting improvement in the foreman's performance.

Many training programs fail to bring about improved foremanship because they stress technique with minimum emphasis placed on attitude. Many desirable foremanship techniques exist, but unless they reflect the proper attitude, they are not effective. Furthermore, the foreman's critical need is understanding human behavior and technique training encourages *manipulating* human behavior more than *understanding* it. Proper attitude is basic to understanding human behavior.

#### FOUR THINGS THE RIGHT ATTITUDE WILL DO FOR THE FOREMAN

Foremanship training in human relations should be predicated on fundamental attitude change. This involves more than orienting the foremen with a general attitude consistent with human relations principles. Throughout the training program every technique should be preceded by consideration of the attitude necessary for its effective execution. The proper attitude necessary to execute a desirable technique will improve foremen for the following reasons:

1. Training which changes fundamental attitudes often leads to self-development. A foreman who has acquired sympathy for people will generally find ways of helping them with their problems. Foremen who respect the rights of labor usually make a greater attempt to settle disputes at the work level. Proper attitudes provide built-in incentive to develop useful techniques and thereby improve performance.

2. Attitude training increases opportunity for improvement. Two foremen attempting to know workers' problems will be received by workers differently if one respects the role of stewards and the other denounces them as trouble-makers. The latter foreman may feel that he is dealing with suspicious workers and, therefore, human relations principles do not apply because his situation is an exception to the principles.

3. Proper attitude provides more valid appraisal of work situations. Two foremen will look differently upon an idle worker; one will view him as loafing and the other as resting, depending on the nature of their attitudes. In disciplining, the course of action indicated will depend upon a correct understanding of the problem. In order to gain a true understanding of the problem the proper attitude must be present.

4. Proper attitudes allow more readily absorption of knowledge. Foremen with their minds made up usually act in conformity to previous experience and not on the merits of the present situation. They are extremely reluctant to acquire new techniques which disagree with their own. Change in their fundamental attitude is necessary to change their performance.

## FIVE REASONS WHY TECHNIQUE ALONE IS NOT ENOUGH

Technique training without proper attitude training is ineffective for the following reasons:

1. Human behavior is highly integrated and, therefore, techniques are always accompanied by attitudes. Foremanship includes both attitudes and techniques and to stress one without the other does not bring natural results.
2. Training foremen to improve without proper attitude training promotes inconsistency and is similar to doing one thing while meaning another. Workers have an uncanny sense of detecting new technique but same attitude in foremen.
3. It seems more satisfying to act in accordance with a fundamental attitude than to change attitude to conform to performance. Giving, when basically selfish, is more difficult and less satisfying than giving cheerfully. Taking an interest in workers is difficult for the foreman who does not like people.
4. Technique training without proper attitude training is similar to acting a role whenever a specific situation occurs. This kind of performance is short lived because workers are often more impressed by foremen's general attitudes rather than specific acts.
5. Technique training tends to provide unreliable practices which in times of stress and emotion are often disregarded and former practices are reverted to. A foreman may eagerly answer workers' questions when work is slow, but when it becomes rushed, rather than delay answering, he may refuse to answer at all. Eagerly he resumes answering questions when he regains his control, but to workers his attitude and performance is unpredictable.

In conclusion, training foremen in human relations often fails to substantially improve their performance because too much emphasis is placed on techniques. In order to cope effectively with workers' problems, foremen must know what they are. This understanding is gained through proper attitudes and when accompanied with desirable techniques, improved performance is a natural result.



"We had walls around us that just were not scaled," says the author. How the company, by job rotation of executives, scaled those walls and built a reserve of executive manpower for replacements and expansion is told in this article, digested from an address made before the American Institute of Electrical Engineers in January, 1952.

# Executive Development Program Using Job Rotation

BY DWIGHT S. SARGENT, Personnel Director  
Consolidated Edison Company of New York, Inc.

As I look back at our executive development program, I am reminded of the definition of democracy versus dictatorship. It goes something like this:—a democracy is like a raft; you can't steer it, your feet are wet all the time, but the raft never sinks. The dictatorship is like a trim destroyer; it can go 40 knots an hour right to where it is directed, but if it hits an iceberg or a rock it can sink in two minutes.

We in Consolidated Edison can look back ten years and realize that in that period some 200 management employees have spent over 500 man-years on our Executive Development Program. Looking back, our idea for our program was certainly democratic; our feet have been wet most of the time. On the strength of an idea, without any formal plan, we arranged for a few men to exchange jobs. Then we decided we ought to keep a record of these exchanges. Then we decided maybe we ought to have a written report of the individual's performance.

## BACKGROUND HISTORY OF CONSOLIDATED EDISON'S PROGRAM

The present Consolidated Edison Company with almost 30,000 employees is now the largest privately owned, business-managed utility of its kind in the world. We supply the greatest metropolis in the world with three services—electricity, gas and steam. The present Company, as its name implies, is a consolidation of many independent utility companies. Our present management development program was proven very effective during the years when these companies were being merged together as one consolidated unit. We have many major functions, such as: engi-

neering, production, operation, construction, sales, customer relations, purchasing, finance, industrial relations and public relations. Our present program is, perhaps, 90 per cent job rotation. We do not hesitate to transfer trainees between any of the above major functions.

Our Executive Development Program really had its inception back in 1933, when the job rotation idea was first used by some of the separate units. With retirement compulsory at age 65 for males, management recognized the need for early development of men for potential management positions. To avoid developing mere specialists and to provide a strong management team, flexible enough to keep up with a rapidly changing organization, the job rotation plan was developed.

It is of interest to note here that the plan was conceived, instituted and maintained first by the line organization. The program was started originally by a small group of department heads who represented the several engineering and operating departments and who functioned together as a committee. This group arranged to interchange, among their own departments, a few supervisory employees where the need for broader experience was indicated.

#### KNOWLEDGE OF, ABILITY TO CARRY OUT, COMPANY POLICIES VITAL

During this early period, we learned that knowledge of the job, alone, is less important in upper supervisory and management positions than the knowledge of and ability to carry out company policies. This interchange also established the means for determining an individual's ability to handle management problems of broad scope. Similarly, endorsement by more than one member of top management is always reassuring.

Then in 1943, when many of our key men were away on war time or military leaves of absence, we took a close look at our organization and found that we were faced with a situation. Many of our executives who had grown up with the System and who were familiar with its many functions were nearing retirement age. Back of this group were our junior administrative people, most of whom had been brought up as specialists. For the most part, these individuals had only a sketchy knowledge of the many activities of the merged companies and had not been given an opportunity to broaden their experience and their knowledge of the System's operations. These people would be under a serious handicap if asked to step into a higher management position requiring ability to handle problems of a system that includes electric, gas and steam operations, each with its many functions. In addition to the replacement problem, there was also a real need for more management employees with a broader system knowledge of these various functions.

Our first objective, then, was to build up a reserve of qualified people, with well rounded knowledge and experience, to fill by horizontal transfer or by promotion, when needed, our key management positions.

Our second objective—stated very simply to a man who was going on the pro-

gram—was to give these men a broad experience in different phases of the Company's work. With this broader experience, they should become more effective in their old job if they returned to it, or in any job they might receive after "graduation."

Our third objective was very definitely a desire to develop "generalists"; that is, men who think from an overall Company viewpoint, rather than from a "specialist's" or "my department" viewpoint. In addition, we really hoped that the team work and morale of the management group would be improved generally.

#### METHOD OF OPERATION OF DEVELOPMENT PROGRAM

The President of our Company (now Chairman of the Board), Mr. Ralph H. Tapscott, sponsored our new Executive Development Program in 1943. A senior vice president was asked to direct activities and an Executive Development Committee composed of department heads, with the vice president as chairman, was selected to administer the program. This committee meets at least three times each year to make new appointments, arrange transfers, discuss progress of individuals and recommend pay increases.

Department heads are asked to submit the names of promising men as candidates for training. Because of the large number of experienced long-service employees it was decided at first to limit consideration of candidates to those between 40 and 50. Recently the trend has been toward younger men.

The qualifications, experience and personality of each recommended individual are carefully reviewed by the committee and the most likely prospects are accepted for assignment to the program.

Having previously agreed upon certain requirements and specifications for key management positions, it is possible for the committee to plan and schedule each candidate's training by comparing his qualifications and experience with the requirements of certain management positions. As a rule, the maximum period of time a candidate is assigned to the program is five years, during which period he is delegated to 4 or 5 departments. This time may vary, depending on the circumstances. During his stay with each department the candidate is usually assigned by the department head to spend some time in each of the Departmental Bureaus where he learns by carrying responsibility in a line or staff job in the Bureau's activities.

We knew that complete cooperation in our training program would not be possible unless everyone was informed about it. So, in August 1943, our employee magazine "Around The System" carried a two page announcement, outlining the plan and its objectives. Subsequent issues of "Around The System" have told of new appointments, changed assignments and any items of interest about the program that might be currently pertinent.

Generally, we attempt to operate the program as informally as possible. The keynote of our plan is flexibility. Trainees do not follow any fixed schedule of assignments. They attend and in many cases conduct Company industrial relations meetings

where open discussions are held on labor-management problems. In addition they cover industry meetings conducted by such organizations as the E.E.I., A.G.A., National Industrial Conference Board, American Management Association. News letters issued from time to time inform the group about significant matters and report assignments of "E.D.P." members.

A major feature of our "E.D.P." or "Merry Go Round" is the department head's responsibility for his protege. He must first "sell" the employee to the Executive Development Committee. Once the man has been appointed to the program, his sponsor is responsible for following through with the employee, even to the extent of following his pay increase progress. The department head is expected to talk with his man from time to time and counsel him on future moves, learn about his desires and get his ideas about his "E.D.P." experiences to date. If the employee is having any difficulty in any of his assignments, his sponsor is expected to help him. As the employee progresses in his "E.D.P." assignments, we find that he is more apt to want advice about his future moves.

#### ANNUAL PERSONNEL RATING FORM SHOWS TRAINEES' PROGRESS

Record keeping is held to a minimum. An "Executive Development Program Record" is kept to show the usual employment record information, a record of assignments and payroll changes while the employee is a member of "E.D.P." and a summary of answers to 3 key questions on an "Annual Personnel Rating" form. This form was developed by the Committee and has been progressively improved. Printed on both sides, this 8" x 11" form is both a rating and an appraisal record. Department heads are required to fill out one of these forms for each "E.D.P." member assigned to his department.

Since the beginning of the "E.D.P." in 1943, 220 individuals have participated, of whom 200 have "graduated" and 20 are still assigned. A breakdown of the 200 "graduates" shows that all levels of management, including company officers, are among our "alumni." The roll includes a Controller, an Assistant to President, an Assistant Vice President, 13 department heads, 12 assistant department heads, 29 bureau heads, 43 general superintendents or the equivalent, 49 engineers, and 51 other professionals.

Some good results of the program were known before any evaluation study was made. (1) During the past several years E.D.P. men have received promotions in the ratio of five to one over men who have not been on the program. (2) Annual amount of increase has been greater, too—approximately 50% more for E.D.P. men. We recognize, of course, that in the vast majority of cases E.D.P. men were outstanding—more promising—to begin with. But I think I can say that these men have moved faster and received higher amount of increases because they had the E.D.P. experience. (3) If the E.D.P. has done nothing else, it has over the years, as an inescapable result of key people being moved around, broken down all those

jealous and selfish walls that existed between our consolidated companies, between Vice Presidents of the several old companies, and even between departments. I don't think anyone could ask for a more cooperative, considerate, understanding "what's-best-for-the-company" attitude than we have today. I can't price it out, but it's worth a lot. (4) Also quite gratifying is this fact—that, while 99% of the trainees when they went on the program expected to return to their old jobs, over one-quarter of them have found jobs that they like better, in which they can go further. Of course the company benefits correspondingly.

#### MADE SURVEY TO FIND RESULTS OF PROGRAM

Recently we became properly curious about the answers to two fundamental questions: (a) Had the company wasted money on the program, or had it secured some of the benefits it hoped for? (b) Did the men who participated feel that they had been "spinning their wheels," or did they feel well repaid for the time they had spent being trained?

Accordingly, each Vice President was requested to give his opinion as to every man he had sponsored on the program, and as to every man who had been assigned to any one of his departments by some other Vice President. We also sent a questionnaire to every "graduate" and got back, unsigned as we requested, 75% of them. We asked frank questions and we certainly got frank answers.

#### BOTH SPONSORS AND "GRADUATES" WERE WELL PLEASED

We asked the Vice Presidents: "With your present knowledge of these employees would you have chosen them for E.D.P. if you had a chance to do it over again? From 67% to 84% of the answers were "yes," the different percentages covering five different groups as to sponsorship and assignment. For the same five groups, 40 to 44% answered "highly satisfied with results," 40 to 57% "well satisfied with results," and 5 to 20% "results just satisfactory."

E.D.P. "graduates" were asked: "With your present knowledge of the E.D.P. and if you had the opportunity to do it over again, would you repeat the assignment or would you decline?" Ninety-one percent of those who answered said "I would do it over again." Fifty of the 200 "graduates" did not return their questionnaires.

The "graduates" were asked: "How do you evaluate the results as far as you are personally concerned?" Twenty-eight percent expressed themselves as highly satisfied, 45% as well satisfied, and 27% as just fairly satisfied.

We in Consolidated Edison honestly believe that the E.D.P. has done a pretty creditable job for us. Based on our estimated needs, we feel we're in good shape as far as top job replacements are concerned. In the next ten years we may lose through age and disability retirement some 61 men who are now in top management jobs. To balance off this loss, we have approximately 100 men under 50 whom we consider as replacements. About two-thirds of this group are E.D.P. "graduates."

Group thinking accomplishes more and leads to sounder decisions than the independent thinking of any "superman". The writer calls the group conference "the very core of modern enlightened management"—gives his own department heads the utmost freedom in their own bailiwicks.

# In Favor of Consultative Management

By BILL N. TAYLOR

City Manager, Wichita Falls, Texas

THERE have been a lot of legends about the so-called "superman" type of executive who could make rapid-fire, off-the-cuff decisions and snap judgments with unflinching accuracy. To me this seems a rather unreal and inaccurate notion of administrative competence. It may well be that our cherished childhood images of phenomenally successful leaders were sentimental versions of Horatio Alger heroes that no longer exist if, indeed, they ever existed in real life.

I wholeheartedly agree with Professor Wallace, who recommends the use of staff advice and counsel, and the practice of consultative supervision. His article, "How to Make Decisions Better and Faster", which appeared in *Factory Management and Maintenance*, was mentioned in the September 1952 issue of *Personnel Journal* in the "Editor to Reader" column.

## COMMITTEE CONSIDERATION A DEMOCRATIC PROCEDURE

Many years ago when I was a fledgling engineer, an eager junior executive referred to the handful of people at the top of the company as "supermen". Even then I had some slight misgivings about such a rash statement. Since then I have met hundreds of so-called "big wheels" in the political, educational and business world. The more intimate my association has been with these people, the more skeptical I became of their superhuman abilities.

It is traditional with Americans to discuss and resolve their problems through committees. This democratic procedure stems from our fundamental resistance to one-man rule. The conference technique of solving problems is an effort to develop and use the group thinking of many minds through the exchange of ideas on an organized basis. Group thinking is much more fertile and productive than that of

the same people acting singly. The wide range of knowledge and breadth of viewpoint coming out of the conference method can be matched by few, if any, individuals. Debate and discussion shed additional light on a subject which causes people to change their minds.

Because group thinking is so much more productive than that of individuals the conference method is unquestionably of considerable benefit in the development of all members of a management group. The group-decision method is the central principle—the very core—of modern, enlightened management.

For a quarter of a century this writer has been the only one at his level in the local managerial hierarchy. In the position of city manager he has had the last word. In the early years of his administration he was unwise enough to depend entirely too much upon his own opinions and to make decisions or snap judgments without proper consultation and advice. Now that the curtain is about to be rung down on his career, he admits that his own opinions and decisions and judgments are not nearly equal to the combined judgments of his associates. It is unfortunate that people in administrative positions have to wait so long for this fundamental realization.

#### SUPERVISORS FREE TO DECIDE—TAKE RISKS

In our practice of consultive management in the City of Wichita Falls, we use the group conference method in attacking all our problems. All members of the supervisory group attend bi-weekly conferences where everyone, regardless of his level, is given an equal opportunity of expression. Discussion leaders are chosen from their own groups.

In decision-making and policy determination at the administrative level, the city manager uses department heads and other supervisory people as an advisory board. Supervisors are given every opportunity to think, to act, to plan, to make decisions, to take risks, to talk back, and yes—even to fail, without being censured. Department heads are encouraged to feel free to come to the city manager for advice and counsel, but not for specific directions on how to operate the activities of their departments. They are likewise encouraged to pass this philosophy on down the line.

This writer believes that every department, division, and section is the responsibility of the supervisor in charge—and that such a supervisor should be free to run his own segment of the organization. He stands behind the group leaders in their actions and decisions. Supervisors are encouraged to feel that they "belong" to the organization and that they are regular players on a democratic management team.

Employment relations specialists, whatever called, are here to stay. What they make of themselves as individuals and as a group depends on how they acquit themselves in their jobs, in their professional associations, and in their community responsibilities. This is a condensed summary of a talk before the American Society of Personnel Administration last November.

# Personnel Management's Future

By DALE YODER, Director, Industrial Relations Center  
University of Minnesota, Minneapolis

**I**T would be relatively easy to be quite pessimistic and to argue that personnel management has no future, that it is on the way out.

These conclusions might be justified if by "personnel management" we mean the frequent historic pattern, the paternalistic, "the-boss-knows-best" kind of program, in which personnel managers are the distributors of employer largess, doled out in carefully prescribed dribbles. Similarly, the field probably has little in the way of a promising future if we mean the sympathetic but simple-minded program of back-slapping and fanny-patting that has passed for personnel administration in so many establishments. The field has little promise even if it is now a "human relations" or an "industrial relations" program, if it continues to exhibit the major traits of "social work" or "welfare" activity.

## MUST IMPROVE TEAMWORK OF FREE MEN WORKING TOGETHER

Leadership in relationships among working teams of free men in a free society demands much more than can be expected of such programs. The field must rid itself of early connotations and traditions if it is to have a promising future. It must provide an honest, well-informed program designed to improve the quality of our economic teamwork in employment. It can have a promising future, in other words, only if it can contribute something real and lasting toward improved teamwork of volunteers—free men working together because they want to do so.

The field adds to its problems by calling itself names. In each of our annual surveys of salaries and personnel ratios, we find the top position in individual firms



carrying more than twenty different titles. Any tendency toward standardization is obscure, although it may be significant that the use of "personnel manager" or "personnel director" is declining relatively, while use of "industrial relations director" is increasing.

Does the level of competence presently possible in the management of human resources justify a specialized "staff"? Is it or can it reasonably hope to become a professional-level field? Two more questions are fundamental in appraising the possible professional character of the employment relations field. They are: (1) What does the practitioner do? and (2) How does he do it?

If the job is one that involves simple non-complicated tasks—if the practitioner in employment relations does only what any other "red-blooded American boy" could and would do, if he needs only a single type of skill, if the tasks he performs can be satisfactorily done by anyone of average intelligence or any other manager moved in from sales or accounting, if the know-how is readily transferred and learned—if these characteristics are typical of the employment relations job, they argue strongly against regarding it as professional.

#### ROUTINE PERFORMANCE WITHOUT BASIC UNDERSTANDING IS UNPROFESSIONAL

Similarly, if the practitioner's performance on the job is routine, if the day-to-day responsibilities are unchanging, if he can qualify once and thereby remain qualified, if his training and learning can stop at some early point when he appears to have mastered the rudiments and essentials, if he needs know-how but not basic understanding, his is not a professional job.

It is clear that attention must focus on the job—not the people who are doing it. For it must be evident to all of us that many of those who are holding down these jobs—for better or for worse—have no sharply distinctive personal or professional characteristics, nor have they spent a long lifetime in preparation for this work. No distinctive pattern of personal qualifications can be described, in spite of numerous summaries of the characteristics essential to this occupation.

A fairly common pattern of interests—not much different from that of undertakers—can be noted. The successful practitioner doesn't even have to love to work with people. Our surveys of the personal characteristics of personnel and industrial relations directors have shown, year after year, that the average age is about 42 years and that experience in this type of work ranges from 6 to 15 years with an average of about 10 years. We know that the average educational attainment is slightly in excess of graduation from college (16.2 years of formal schooling). No bar examination or licensing procedure testifies to their special competence and preparation.

What do the salaries paid these directors or managers indicate as to their position in the hierarchy of occupations? In 1952 their average salary was approximately \$10,000. Reported salaries have increased, since 1949, by approximately \$2,000. This

rate of increase is somewhat slower than that of hourly-rated employees. These salaries are definitely not in the top managerial class, where even the "Number 3 man," receives from \$4,600 to \$75,600 (*Business Week*, January 20, 1951, p. 88). They are not even equal to middle management in large corporations which in 1952 averaged about \$15,200 (*Fortune*, March, 1952, p. 85).

The level of salaries thus reported for employment relations directors falls in the lower segments of professional earnings. It corresponds with the 1951 average net income of lawyers, \$9,375. In that year, dentists averaged \$7,743 and medics \$12,518. Moreover, the rate of increase is not unlike those of professional groups. Net incomes of lawyers and dentists increased 10 per cent from 1949 to 1951. Medics increased their net by 13 per cent. Personnel managers and industrial relations directors, in the same period, gained about 12 per cent.

#### RECOGNITION AS STAFF SPECIALISTS IS ENCOURAGING

What do employee-relations staff members do? First of all, it should be noted that one very evident development, especially notable since World War II, is recognition of the "staff" status of practitioners, whether employed in private industry, in government or by labor organizations. Specialists in employment relations are advisers to the line. They are responsible for policy formulation, program planning and review and appraisal. These are major and widely recognized staff functions. In addition, of course, they provide specialized service to the line upon request.

The relationship thus defined—rapidly becoming standard practice in this country—identifies many specialists in employment relations as having a status comparable to that of the legal counsel, the plant physician, the firm's economist, and other staff officials. If we accept the principle of guilt by association—so widely popularized during the fall of 1952—here is some evidence that our employment relations manager has achieved at least tentative recognition as a professional.

But more specifically, what does the employment relations staff do? Our own most recent analysis asked several hundred top staff members in the field to indicate not just what they do, but what they get paid for in the budgets they administer—an acid test of their assignment. As a result of that study (*Personnel*, November 1952, pp. 218-26) we found that employee relations budgets—in firms ranging from less than 500 to more than 3,000 employees and representing 26 states and one Canadian province—average \$48.59 per employee per year. More directly pertinent is the fact that 75 per cent of all directors report definite budgetary allocations and responsibilities for administering the following functions:

- |  |   |
|--|---|
| 1. Employee services and benefits (93.5%)      | 8. Wage and salary administration (91%)     |
| 2. Medical, health and safety services (90.0%) | 9. Recruitment (96%)                        |
| 3. Training (86.5%)                            | 10. Selection (96%)                         |
| 4. Labor relations (83.5%)                     | 11. Induction and placement (95%)           |
| 5. Administrative planning (97.5%)             | 12. Promotion, transfer and release (86.5%) |
| 6. Communications (78%)                        | 13. Policy formulation (94%)                |
| 7. Records and reports (94%)                   | 14. Job analysis (76%)                      |

Such a list is both realistic and impressive. It indicates the range and complexity of the present-day employee relations job. It suggests the difficulties to be faced in providing training for these jobs and argues strongly for distinctive professional training at the graduate level. It implies that such training—like that for other professions—must cut across the lines of established disciplines, such as economics, psychology, sociology and others, and become truly co-disciplinary.

The job has many characteristics of professional jobs. It is complicated, far from routine. It deals with complex human behavior. Many of those who presently hold these jobs feel that specialized, professional-level training is highly desirable. Salaries fall well within the range of professional compensation.

### REQUISITES OF PROFESSIONAL PERFORMANCE

Let us turn briefly to our second question: How do those who now hold these jobs perform their tasks? Is their performance of the type and level we expect of professionals? What evidence can be cited on this point?

Development and evident acceptance of some of the earmarks of professionalization are readily apparent in this field of employment relations. Several of our universities have attempted to provide something in the nature of professional training. Some standard practice—as exemplified in selection, training, rating, compensation, job evaluation, and collective bargaining—is clearly evident. The field has its literature—a rapidly growing library. Practitioners have given their support to the development of professional associations and to the free exchange of current experience as a basis for improved practice. A considerable progress is observable in the development of a distinctive language or universe of discourse.

In other requirements for professional status, progress is slower and less notable. This is understandable, for the other requirements are the more solid, substantive aspects of professional development. They take time and serious—and to some degree tedious—work.

Similarly, although many practitioners have talked about professional ethics and have formulated tentative codes, actual practice continues to reflect convenient compromise and expedient acquiescence. Because only a superficial professional competence has been reached by many practitioners, they are fearful lest they lose their jobs, to be supplanted by a local bar-tender or the son-in-law of the president. Ethics and public responsibility lose in the bout between integrity and temporary security.

What then is the future of the employment relations specialist? We can look at that question with one certainty in mind. The job to be done will not disappear. We may not be doing it, but it will have to be done. We can forecast the future for many present and prospective job-holders in this field somewhat as follows:

(1) Many of them will become members of top management. They are often well qualified and are increasingly sought for these jobs.

(2) Another large group of those presently in the field will go on doing a mediocre job of averting crises by expedient for many years.

(3) A third large group will shortly appear in their own turnover figures. They'll get the axe when stock-holders, top managements, employees and unions sense their limitations and demand their replacement.

#### PROFESSIONAL RECOGNITION WILL COME WITH PROFESSIONAL COMPETENCE

(4) Finally, some of those now engaged in the practice of employment relations and a larger share of newcomers to the field will continue the long, steady drive for professional competence and recognition. They will study their own experience as well as that of other practitioners to learn how to do the job better and better. They will maintain an experimental attitude. They will conduct research studies in their own organizations and cooperate in larger, cross-cutting studies. They will be pillars of strength in professional associations, in which they will report—orally and in writing—on their experiments and experience. Throughout their practice they will maintain a thoughtful and considerate attitude, with a major concern for human values and a determination to follow the highest ethical standards.

Because they have superior competence, their services will always be in short supply, as they are today. As a result, they will be able to enforce the true ethics of the professional—the basic virtues of independence, honesty, responsibility and integrity, with a prime regard for public welfare and the dignity of every human being. All the other marks of professional performance will inevitably emerge from their efforts—improved training, standard practice, research, literature, free exchange of ideas, and ethics—all will reflect their action.

And, far more important, their efforts will lead our entire society into a better understanding of the way in which we get work done in a free society. From their conscientious study and research will come more satisfaction in the daily task and increasing teamwork, cooperation, and productivity among free men.

No matter how well qualified for his job a supervisor may be in other respects, his success will depend to a great extent on his ability to communicate with those above and below him. The author lists ten things he should keep in mind if he wants to improve that ability.

# How Supervisors Can Communicate Better

By KEITH DAVIS, Associate Professor  
Department of Management, Indiana University

A DECADE ago the typical supervisor did not worry himself with problems of communication upward and downward in his organization. In fact, he did not even use the word "communication." But times have changed. The leader today recognizes that maintenance of good communication is one of his most pressing and most important problems. The wise supervisor will want to prepare himself to do a better communication job. Fortunately, he does not have to strike out blindly; there are some principles to guide him.

## REASONS FOR TRYING TO COMMUNICATE BETTER

In planning to communicate effectively, the first step which the supervisor will take will be to establish in his own mind the overall purpose of communication. Most people agree that the general purpose is to help bring the employee and the work situation into an adjustment which will produce the greatest productivity and job satisfaction. Good communication gives employees knowledge of *what to do* and encourages in them the *will to do it*, so that both coordination and cooperation may be obtained toward the firm's goals. And it provides management with information, from above and below, for proper decision making.

The supervisor will also have certain immediate goals for each individual communication. In one instance he may try to get an employee to want to take a certain action. In another situation, he may simply try to get his own viewpoint understood. Regardless of what the immediate objective is, the overall aims of productivity and job satisfaction stand behind it.

The supervisor must establish certain conditions and relationships in order to

communicate effectively with subordinates. To mention an obvious principle, he cannot inform a subordinate unless he himself knows; therefore, he must maintain his own channels of incoming information within the organization. He must be able to receive, *understand*, and *transmit* basic information to subordinates before they get it elsewhere. Effective communication can be accomplished only if the supervisor understands what he is talking about. He may have stacks of papers describing the incentive system, but if they mean nothing to him, how can he expect to explain them to a subordinate? Similarly, he may have a head full of information, but if he does not transmit it, it is useful only to him.

The supervisor also will have to learn how to talk the language of his subordinates. Television images cannot be sent to a radio receiver. Neither can a supervisor talk in college language to the typical day laborer. There are devices, such as readability indexes, which help the supervisor learn to communicate at a particular language level. A staff personnel specialist is usually available to help the supervisor with technical problems of this type. Furthermore, the supervisor must communicate in terms of the subordinate's situation, background, and self interest. For example, economic ideas, no matter how simply worded, would not mean much to the typical subordinate unless they were made real and practical to him.

#### SUPERVISOR'S ATTITUDE MATTERS A GREAT DEAL

There is also the matter of supervisory attitude. Some supervisors, no matter what they say, will not be well heard because their attitude creates opposition. Perhaps the supervisor "talks down" to the worker as an inferior. The supervisor may be superior to the worker in the organizational hierarchy, but as individuals they stand equal. Talking to the worker through the chain of command is different from talking down to him as an inferior individual.

Another principle of effective communication is that the supervisor should give reasons for the particular viewpoint or action which he is communicating. There are good reasons for most supervisory actions in business; few are solely arbitrary. If the supervisor will take those reasons and use them, his communication will tend to be better accepted and understood. When reasons are given, there is less chance for personal conflict because then the situation is the "boss," not the supervisor; and the supervisor is merely the one responsible for interpreting a course of action in the situation.

The supervisor should also determine *when* to consider communication problems. The important point here is that communication comes at the beginning of a course of action, not at the end of it. The principle is this: plans for any supervisory action should also include plans for communicating it to those who will carry it out and to those who will be affected by it. No plan of action is really complete unless it has also a plan of communication. And, if possible, people should be told in advance about things that will affect them. It is disconcerting to be involved in an event

but fail to learn of it until after it has happened. At times these situations become so absurd that they convince the worker that the company does not count him as an individual human being. Workers have many times reported that they have arrived at work to find their regular desk or machine moved without any notice to them.

It has been estimated that 90 per cent of the foreman's communication job is face-to-face personal communication. So the supervisor needs to develop adequate skills of speaking and thinking on his feet in concrete situations. The supervisor may find it easy to know what to say to John Operator when John is not there. Can he also say those things to John face-to-face? And can he time them to fit the situation? If the supervisor is weak in these skills, he can ask the training department to help him by means of some of its special methods such as tape-recording playbacks, conference training, case problems, and role playing.

It should be obvious that communication will tend to lose effectiveness unless it accurately corresponds with fact. A supervisor who says one thing but does another will soon find that he is not being heard, regardless of how skilled he is with speech or pen. He should remember the old proverb, "Action speaks louder than words."

#### NEW WAYS NEEDED TO GET ATTENTION AND HOLD INTEREST

Variety needs to be introduced into any communication. If the same greeting is given by the supervisor every morning for a year, and if the same safety poster hangs on the same bulletin board for six months, they lose their meaning. New ways make new impressions, as illustrated by the story of the lighthouse keeper who was awakened, not by the sound of the fog horn, but by its silence when it failed. New impressions are especially needed if information is to be retained over a long period of time, because people tend to forget easily.

Patience will be a virtue to the supervisor who is trying to build good communication, because this process takes time. The attitudes and skills which make effective communication possible cannot be built in a week—but they can be improved regularly.

Although the emphasis of this discussion has been on supervisory communication to subordinates, this is but a part of the communication process. Communication in a business flows upward, downward, and in all other directions to form a communication circuit. If this circuit is damaged anywhere, it will affect communication just as an electrical short-circuit affects electrical flow.

In summary, here are ten good principles which the supervisor can use to improve communication in his department. There are other principles, but these ten basic ones provide a good starting point.

1. A communication should have an objective, which must be determined before the communication takes place.
2. The supervisor can communicate only what he has received and understood.
3. Communication should be in words the receiver understands.



4. Communication should be in terms of the receiver's background and interests.
5. Reasons should be given for the particular viewpoint or action which the supervisor communicates.
6. No plan of action is complete unless it has a plan of communication.
7. Face-to-face communication skills are most important to the supervisor.
8. Action speaks louder than words in communication.
9. Variety improves communication effectiveness.
10. It takes time to build good communication relationships.

The supervisor who practices the principles that have been described will go a long way toward developing mutual understanding in his department. If he tries, he can renovate or even rebuild his departmental communication system. Others have done it before him; so he, too, can learn and practice communication skills. Since he is the key to communication in his work unit, he must ever remember that communication is a continuous process. He needs to communicate regularly. If he uses his communication skills only when he is in trouble, he may find ears turned deaf and information channels dried up because of disuse.

## About the Authors

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# BOOKS

Reviewed by HARRISON TERRELL

**EXECUTIVE THINKING AND ACTION** (Revised Edition). By Fred DeArmond. Published by Lloyd R. Wolfe, Chicago, 1952. 251 pages. \$6.

A wealth of examples of good executive action makes this a thoroughly enjoyable and potentially profitable book from beginning to end. It is surprising—and somewhat disturbing—that in a book one expected to be about the methods of business executives so many of the examples have to do with famous generals and statesmen. Perhaps one's expectations were at fault, because it is quite true that the methods used by Napoleon, Abraham Lincoln and the Roosevelts, are easily adaptable to business situations when the principles behind them are understood.

Among chapter headings are *Getting Organized*, *Time and Energy Conservation*, *Make Up Your Mind!*, *The Executive As Teacher*, *Lubricants for Human Relations*, *The Art of Self-Command* and *Bossing the Experts*.

A feature that we like throughout the book is the generous use of italicized sub-headings. For example, the 12-page chapter on *Time and Energy Conservation* has these "breaks"—*The executive controls his time without making himself inaccessible*, *He is not a slave to correspondence*, *He finds enough recreation to balance body and mind*, *He recognizes his limitations*. A good, brief summary follows each chapter.

Mr. DeArmond at one time was an associate editor of *Nation's Business* and has a name as a lecturer, consultant and author. A good book for the person who is intent on making himself a better executive.

**SMALL BUSINESS MANAGEMENT—INDUSTRIAL, LABOR AND COMMUNITY RELATIONS.** Two publications of the New York State Vocational and Practical Arts Association. Delmar Publishers, Inc., Albany, N. Y., 1952. The first is priced at \$2.75, the latter at \$3. 213 and 174 pages respectively. Both paper-covered and plastic bound.

Here are two excellent publications, both 8" X 10 $\frac{1}{4}$ ", for use in vocational schools and with classes of apprentices. The preface to one tells the thinking behind both. "The total program of public education must find its roots deep in the problems of all the people. . . . Current studies reveal that the failure of individuals to meet employment requirements is due in a large measure to their inability to get along with people, rather than to a lack of skill or technical knowledge . . . reveal the critical need for instruction in human relations problems in the preparation of all high school youth for employment."

While both books would interest P. J. readers who like to keep up with what's going on, it is unlikely they would be able to use them in their work.

**LABOR RELATIONS SERIES.** Nine paper-covered books edited by George W. Taylor, published for the Labor Relations Council of the Wharton School of Finance and Commerce, by the University of Pennsylvania Press, Philadelphia, 1952.

The titles are: *Economic Data Utilized in Wage Arbitration*, by Jules Backman, \$1.00; *Labor Arbitration and the Courts*, by Jesse Freidin, \$1.00; *The Submission Agreement in Contract Arbitration*, by Morrison and

Marjorie Handsaker, \$1.50; *Arbitration in the San Francisco Hotel and Restaurant Industries*, by Van Dusen Kennedy, \$1.50; *Arbitration in Transit*, by Alfred Kuhn, \$3.00; *Acceptability as a Factor in Arbitration under an Existing Agreement*, by William E. Simkin, \$1.00; *Industrial Discipline and the Arbitration Process*, by Robert H. Skilton, \$1.00; *Wage-Reopening Arbitration*, by L. Reed Tripp, \$1.50; *Historical Survey of Labor Arbitration*, by Edwin E. Witte, \$1.00. The nine may be ordered as a unit, at \$10.00.

Even though the Human Relations Director, by whatever name, may have no specific responsibility with respect to his company's labor relations, he will want to be informed about problems and practices in this field as an alert company executive. Arbitration plays an increasingly important role in labor relations. It would be impossible to read these studies attentively and not broaden one's knowledge and value.

Editor Taylor has prefaced each volume with observations running from two to three pages. His preface to *Acceptability as a Factor in Arbitration Under an Existing Agreement* may be used as an example. In it he tells something of the author, William E. Simkin, who "has probably had a more varied and extensive experience as an arbitrator of grievances than any other person in the country". Then Mr. Taylor says, "The study is notable for the author's careful weaving together of fundamental theory and down-to-earth practice. . . . The importance of agreed-upon details of arbitration principles, procedures and practice is emphasized by Mr. Simkin's concept of arbitration as an aspect of the grievance procedure through which mutually acceptable solutions to industrial relations problems are found."

There is no text-book aridity in these books. All are written from life and are surprisingly readable, considering the judicial flavor of the subject matter. Many personnel men will want to have the whole set on their office book shelves.

SOCIAL FACTORS RELATING TO JOB SATISFACTION—*A Technique for the Measurement of Job Satisfaction*. By Robert P. Bullock. The Bureau of Business Research, College of Commerce and Administration, Ohio State University, Columbus, O., 1952. 106 pages, paper covered, \$2.

Finding what workers really think about their jobs, their supervision, conditions under which they work, and so on, is a tricky business. Workers' behavior, the author points out, is determined by sentiments and attitudes as well as by economic self-interest. It is also shaped by the community.

This book presents two new "social-factor questionnaires" and shows how they were developed and validated. Critical ratios are given for questionnaire items, together with correlation coefficients to identify those items most clearly associated with job satisfaction.

To any industrial relations man expecting now or in the near future to make an employee attitude or job-satisfaction survey, this publication might be worth its cost for its validated questions alone.

HOW TO THINK ABOUT ECONOMICS. By Fred G. Clark and Richard Stanton Rimanoczy. D. Van Nostrand Company, Inc., New York, 1952. Size: 8½ × 10½, 113 pages. \$2.75.

Authors Clark and Rimanoczy are General Chairman and Editorial Director, respectively, of the American Economic Foundation. In 1939 they are said to have "embarked upon what is probably the most ambitious intellectual project of our generation: the simplification and popularization of the much maligned subjects of economics." They aimed to teach by "the process of putting little words in the place of big ones." The first book on which they collaborated, *How We Live*, sold more than 2,000,000 copies. Their second, *Money*, did well too.

For the personnel man who is concerned with giving employees an understanding of the economic facts of life, through a house organ or otherwise, this book should be useful for its demonstration of how abstruse ideas can be dealt with in simple terms. "Every big problem," say the authors, "is made up of little ones, and every problem, big or little, is based on simple situations which, although well within our understanding, are made to appear difficult by the use of big and strange words."

Chapters like *Why Man Works*, *How Man Works*, *What Are Tools?*, each a single page in 14-point type or bigger and generously leaded, are deceptively simple.

They lead into subjects that are really difficult to discuss in simple terms, like *The Citizen and the Gold Standard*, *How Bank Credit Money Is Created*, *How Bank Credit Money Is Destroyed*, *The Essential Pressures of a "Free" Economy*, *The Essential Economic Freedoms*. Each one-page "chapter" is placed opposite a large illustration.

In the back of the book, following a summary under the heading *Ten Pillars of Economic Wisdom*, is a 17-page "Glossary of Basic Terms Commonly Encountered in Economics and Its Related Fields", most of which are by-passed in the text. Among the words defined: capitalism, communism, deficit spending, democracy, Fabianism, unearned income, welfare state.

## Other Recent Books

**NUMBER NINE, OR THE MIND-SWEEPERS.** By A. P. Herbert. Doubleday and Company, Inc. Garden City, New York 1952. 286 pages.

Just in case personnel officers, civil service executives or testing experts get too pleased with themselves, Mr. Herbert has written a delightful satire which may be taken as a Terrible Warning. A well-known British humorist, who was for fourteen years a Member of Parliament, Mr. Herbert knows the ways of those government circles of which he writes.

Setting of the story is a not-altogether-imaginary Civil Service Country House, in England, established for the purpose of testing the personal qualities of candidates for government jobs. An "intake"—a batch of from twenty to thirty aspirants—is subjected to close scrutiny and examination by a "skilled staff" during a long week-end.

The candidates are divided into three group teams. Three staff members—a chairman, a psychologist, and an observer—are attached to each team. During discussions the candidates sit in a semi-circle, with their

backs to the staff members who note and comment in writing on the attitudes, performance, manners and morals of the candidates—an unnerving business!

The candidates fill up "Interest-Forms" on which they are asked to state how they spent their leisure time for the past six months, how they would have liked to spend it, and books they have read, plays they have seen, music heard, all on spaces the size of postage stamps.

Readers of the Personnel Journal will be quick to recognize other tests, among them a word association test with answers more hilarious, we trust, than any ever read by operating personnel officers. A projection exercise provides more fun.

A device of real interest to personnel circles is "the Island Story." The group is presented with an imaginary island whose governmental problems they must solve. The skilled staff naturally took delight in plaguing this long-suffering territory with every possible sort of disaster: United Nations would propose importing 100,000 Displaced Persons from Central Europe,

and the young men and women had to decide what to do with them, and where to put them. America would ask for Bases or bombing-ranges. American millionaires would offer to build and endow new hospitals and libraries, with very tiresome conditions attached to the offer.

You'll look at your work with fresh eyes after reading Mr. Herbert's book. It amuses, instructs, warns—and it strikes pretty close home.

Dorothy Bonnell

**REDUCING GRIEVANCES THROUGH SUPERVISORY TRAINING.** By Harry Sherman. Edited by Eugene E. Jennings. Published by Bureau of Business Research and Service, University of Wisconsin, Madison, Wisconsin.

Probably the primary reason why many training programs in industry are faced with the uncomfortable task of justifying their activities is because two acute problems have not been properly studied. They are how to change behavior and how to objectively record the change. This monograph is of value in that it presents a scientific way to go about solving these problems.

Mr. Sherman had the theory that formal training of foremen in labor relations can be an effective means of reducing employee grievances and improving the operation of the grievance procedure. In a metal-trades plant a training program was instituted consisting of two parts: general supervisory training concerning duties and responsibilities, and more direct training in labor relations, particularly in understanding the labor agreement.

The general supervisory training included a responsibility seminar and management forums which made use of manuals on supervisory responsibilities, problems and procedures, and periodic management publications. The labor relations training was based on a short course on the labor agreement, supplemented by a pamphlet

on the agreement, a labor case book, a pre-contract suggestion committee, and post-contract classes on the interpretation of the agreement.

Grievances were defined as differences between the Company and Union, reduced to writing, as to the meaning and application of the labor agreement. These grievances were divided into five classes: Job Value, Wages, Interpretation of Contract, Seniority, and Working Conditions. Job Value and Wages, the reader finds, were the subject of 51 per cent of the grievances recorded; Interpretation of the Contract accounted for another 23 per cent, with Seniority and Working Conditions accounting for 19 per cent and 7 per cent respectively.

By statistical methods Mr. Sherman investigated changes in number of grievances and in the operation of the grievance procedure after the foreman training program had been in effect one year. The following conclusions are recorded.

1. There was a statistically significant reduction in the total number of grievances of all types over the entire period studied. For example, grievances in job value and wages were reduced by 60 per cent. This is particularly interesting since in the period studied the metal trades industry experienced almost a 100 per cent increase in number of grievances.

2. A significant reduction occurred in the number of grievances going beyond the first step of the settlement procedure and also in the number of grievances going to arbitration.

In short, a more clear and definitive relationship was developed between the foreman and worker by such training. The natural result was change in behavior of the foremen to the extent that fewer grievances arose and those that developed tended to be settled at the work situation. The change in behavior was so apparent, it would seem, that a statistical analysis was hardly needed to prove it.

# Personnel Research

*The Changing of Mental Test Norms in a Southern Industrial Plant.* By Joseph E. Moore, Georgia Institute of Technology and Laurence W. Ross, Union Bag and Paper Corporation, Savannah, Georgia. *Journal of Applied Psychology*, Vol. 37, No. 1, February, 1953, 16-17.

This study compares the scores on the Revised Beta Examination for applicants at the Union Bag and Paper Corporation of Georgia, between 1947 and 1951 with scores on the same test for applicants prior to 1947. The men and the women applicants seeking employment at this paper plant in the later period earned statistically significantly higher scores than did the group seeking employment before 1947. In 1951 the mean was at the 55 percentile point on the 1947 percentile norms. The authors say that the reason for the upward change in the applicant groups is beyond the scope of their study.

This brief report is not of great significance, but it does suggest the need of a continuing research program in a personnel department. Are the norms or cut-off scores you are using appropriate at the present time? Is it time to do a validation study to check on the methods you set up five years ago? Are the tests you are using those best suited for your purposes?

*Prediction of Labor Turnover by Aptitude Tests.* By Clarence W. Brown and Edwin E. Ghiselli, University of California, Berkeley. *Journal of Applied Psychology*, Vol. 37, No. 1, 1953, 9-12.

There is a widespread belief that for each occupation there is an optimal level of intelligence. A number of studies have shown a curvilinear relationship to exist between scores on intelligence tests and labor turnover. The workers on a particular job who earn intelligence test scores at ap-

proximately the average of the group tested tend to remain on the job a longer time than those who earn scores at either extreme.

This study investigated the nature of the relationship between scores on tests not ordinarily considered intelligence tests and labor turnover. The subjects used were several hundred taxicab drivers. All of the tests given were of the paper and pencil variety. There were ten tests in all, including three arithmetic tests, a dotting test, a tapping test, and tests which measured speed of reactions and mechanical principles.

The findings of this study indicate that scores on some tests which in content are quite different from intelligence tests are related to labor turnover in the same manner as are scores on intelligence tests. For seven of the ten tests a U-shaped relationship was found between test scores and turnover, those individuals earning either high or low scores being more likely to leave the job than those earning scores around the average of the group. Since this relationship is very similar to that found between scores on intelligence tests and turnover, it was concluded that the notion of "intellectual requirements" as an explanation of the U-shaped relationship between turnover and intelligence tests is not wholly satisfactory. It does, however, support the idea that excess or deficiency of required abilities coincide with high turnover.

*The Description of Supervisory Behavior.* By Edwin A. Fleishman, Lackland Air Force Base, Texas. *Journal of Applied Psychology*, Vol. 37, No. 1, February, 1953, 1-6.

Research in the area of leadership has been devoted largely to listing traits that leaders ought to possess or with over-all evaluations of leadership. The leader's

actual behavior has been largely ignored perhaps because there was no very good method of describing leadership behavior.

This article discusses an attempt to develop a method for the description of leadership behavior which was carried out at Ohio State University. A questionnaire, based on earlier work by Hemphill, was constructed. The different steps and revisions, and the statistical methods used, in reducing the original 150 items to a questionnaire of 48 items are interestingly described. Originally the items were classified into nine categories, but an item analysis indicated that these were not really meaningful divisions. The questionnaire which is reproduced in full in the article measures two relatively independent leadership dimensions—"Consideration" and "Initiating Structure."

"Items in the 'Consideration' dimension were concerned with the extent to which the leader was considerate of his workers' feelings. It reflected the 'human relations' aspects of group leadership. Items in the 'Initiating Structure' dimension reflected the extent to which the leader defined or facilitated group interactions toward *goal attainment*. He does this by planning, communicating, scheduling, criticizing, trying out new ideas, etc."

The study does not try to determine the degree of each kind of behavior that is desirable or undesirable. The nature of leadership differs in various situations, and the author stresses the need for relating these scales to effectiveness of particular kinds of groups in well-controlled criterion studies. This study deals with supervisors in only one particular company. The author regards the present questionnaire only as a

research instrument for the study of leadership behavior.

*Over and Under Achievement in a Sales School in Relation to Future Production.* By Marion A. Bills and Jean G. Taylor, Aetna Life Affiliated Companies, Hartford, Conn., *Journal of Applied Psychology*, Vol. 37, No. 1, February, 1953, 21-23.

This article reports a study conducted in a school for the training of life insurance agents. All prospective agents took Strong's *Vocational Interest Blank*, and were given an "Aptitude Index" based on a scoring of an application blank and a personality test, in addition to the *LOMA Test 1-A*, a mental alertness test published by the Life Office Management Association.

To keep the group as homogeneous as possible except for the two variables being studied, *LOMA 1-A* test scores and the school grade, the group was limited to those who had scored an "A" on the Life Insurance scale of Strong's *Vocational Interest Blank* and an "A" on the "Aptitude Index". There were 91 agents who attended the sales school who met these requirements. Of this group, 18 agents achieved significantly higher scores in the sales school than would have been predicted from their *LOMA* scores.

Agents who achieved a higher grade in the sales school than would be predicted from their *LOMA* score: (1) remained with the company longer; (2) produced more paid premiums, and (3) were promoted to supervisory positions oftener than the agents who did not achieve a sales school grade as high as their *LOMA* test score would predict.

# Across the Editor's Desk

Gleanings by DOROTHY BONNELL

## With the Local Personnel Associations

A NEWS LETTER OR BULLETIN is published by about half of the Personnel Associations that send us material. Most of these are mimeographed sheets stapled together. Notice of the next meeting appears on the first page. News about members, lists of new members, notices about dues, are carried in most papers. There is usually an account of the last meeting. Many bulletins list reading suggestions, and quite a few give brief tips helpful to personnel officers. Short articles by association members are featured in several of the livelier publications.

A FULL-SCALE DEBATE BY MEMBERS appeared in the February issue of the CALIFORNIA TRAINING DIRECTORS' ASSOCIATION bulletin. The discussion was inspired by an article in *Fortune*, "Salespeople Can't be Trained and Shouldn't Be". Roland H. Fulle led off with a review of the article, and *Fortune's* editorial on the subject.

E. B. Weiss, author of the original article feels that salespeople because of their low wages and rapid turnover are untrainable. The smart retailer, he believes, will concentrate on modern merchandising and display techniques, not on training salespeople. The editorial pointed out the effect of self-service on salespeople.

Donald R. Roberts, training director of Hink's department store, agrees with the editors of *Fortune* that retailers would find it profitable to treat salespeople better. Betina Tracy, Training Director of Oakland's largest department store, in a well-organized analysis of the *Fortune* article concludes that salespeople will be with us always, and that they can and should be trained. June Snyder, Manager of the Educational Department of The Emporium,

feels that Mr. Weiss failed to consider the human element. People are curious and friendly, she says, and like the extra attention and personal consideration that can only come from other people. Robot selling can never entirely meet this need. Joseph Gilbert, Sales Promotion Manager, Moore Business Forms, winds up the debate with a convincing statement that salespeople can be trained, and ought to be.

The same issue of the *CTDA Bulletin* gives a complete account of the lecture by the Overstreets at the previous meeting. This report, in outline form, and including figures and a reading list, is so clearly presented that it's as good as hearing the original lecture. Does such excellent reporting tend to cut down on attendance at meetings? Let's hope not!

MEMBERSHIP PROBLEMS ARE BROUGHT UP in a letter sent out with meeting notices by the PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO. A proposed amendment to the constitution had been voted down at the January meeting. The proposal was to limit regular membership to eight specific categories: executives responsible to management on a full-time basis for staff personnel activities in business or government; heads of personnel departments; persons in personnel departments whose work is relatively complex and responsible; executives of organizations which assist management with labor negotiations; executives in smaller organizations where there is no full-time personnel director; executives of the State Employment Service and similar state and federal agencies; placement service executives of schools and colleges; persons currently teaching college-level courses in personnel



management, wage and salary administration, labor problems, labor legislation, personnel psychology and other subjects related to personnel management.

The President of the Association in his letter asks the membership to read over the proposal and make suggestions as to suitable changes. He asks two direct questions: "Do you believe that a membership problem actually exists? What should the membership consist of with regard to the name of the Association—PERSONNEL MANAGEMENT ASSOCIATION OF SAN DIEGO?" He pleads for members to be specific in their answers. Other Associations with similar questions on their minds will be interested in how the San Diego group answers them.

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SPEAKING OF MEMBERSHIP, THE NEWSPAPER PERSONNEL RELATIONS ASSOCIATION (a national organization) reports in its monthly newsletter on the results of a recent membership campaign. The campaign included mailings from the president and the chairman of the Association. A special membership brochure was included, along with an invitation to make further inquiry about the services, activities and responsibilities of NPRA.

The NPRA News for January reprints an article from *Modern Industry*, "How Good an Executive Are You?" The article offered readers a complete self-analysis with a check-up chart. You are rated on managing yourself, your job, and your subordinates. The test presents a problem and asks the reader to check one of three possible solutions. Stewart Hooker, of the *Philadelphia Inquirer* is President of the NPRA. J. C. Rumble, of the *Louisville Courier-Journal* is Vice President. The Editor of the Newsletter is Paul W. Bell, P.O. Box 911, Metro Station, Los Angeles 53, California.

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A PERSONNEL PRACTICES SURVEY has recently been made by the NEW YORK PERSONNEL MANAGEMENT ASSOCIATION. The

January issue of the *NYPMA Bulletin* states that the survey covered 161 companies with 136,087 employees in the metropolitan New York area. The survey deals with minor personnel policies and practices affecting clerical and administrative employees. These policies and practices, according to the *Bulletin*, have an effect on recruiting and turnover; can promote or hinder production and morale; and can cause the personnel director as much concern as larger questions. Copies of the report may be obtained from Miss Dorothy Hyland, 742 Lexington Avenue. The price is one dollar. It would be interesting to know if other Personnel Associations conduct similar surveys, and if so how widely they are used by the membership. The *Bulletin* publishes the last section of a comprehensive article on "The Remuneration of the Salaried Foreman," by William E. McCauley as well as a list of recommended reading. The latter includes "Dollars and Sense in Personnel Administration," by J. R. Clarke, from the December PERSONNEL JOURNAL.

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TRAINING DIRECTORS' SOCIETY OF PHILADELPHIA reports on its December meeting with enthusiasm. Edward McFaul spoke on the interesting subject of confusion, with both wit and wisdom. *The Memorandum*, issued by the Society, quoted at length from his remarks, including the following: "How confused can you get? Just as confused as the man who was holding a rope and didn't know whether he lost a horse or found a rope. . . . You can get so confused you forget to live a day at a time; confused because we forget that happiness lives only in the mind. . . . God grant me serenity to accept the things I cannot change, the courage to change the things I can, and the wisdom to tell the difference." The speaker for the February meeting was John R. Murray, Commissioner of the Federal Mediation and Conciliation Service. Mr. Murray analyzed and



presented some of the training needs which he has seen from the vantage point of mediator, and pointed out some of his experiences in which good training resulted in improved labor-management relations.

PORTLAND CHAPTER OF THE PACIFIC NORTHWEST PERSONNEL MANAGEMENT ASSOCIATION has installed Richard Walker as its 1953 President. Mr. Walker is Personnel Director, Iron Fireman Manufacturing Company. Conrad Malmgren, Personnel Manager, Jantzen Knitting Mills, Inc., is 1st Vice President, and Julia Honson, Director of Guidance and Placement at Lewis and Clark College, is 2nd Vice President. This Association, which includes management people and educators from Oregon, Washington, Idaho, Montana and British Columbia, is active in "the development, refinement and improvement of personnel practices in the science and profession of personnel management." William H. Beavert, Public Relations chairman, was good enough to tell us about activities.

MONTREAL PERSONNEL ASSOCIATION considered recent developments in collective bargaining at the January meeting. Mr. J. P. Nicol, Canadian Director of Education and Research for the International Brotherhood of Pulp, Sulphite and Paper Mill Workers, was the speaker.

TOLEDO PERSONNEL MANAGERS' ASSOCIATION conducted a panel discussion on the mutual problems of industry and medicine, at their January meeting. Hospitalization, surgical, sick and accident coverage were included in the discussion. The Association sent us a most interesting "President's Report for 1952." The group participated in activities promoting the welfare of the community by offering counsel and assistance such as 1) cooperating with the Policy Committee from both the Toledo Academy of Medicine and the Hospital

## THE FOURTH MENTAL MEASUREMENTS YEARBOOK

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Said Melvin Davidoff, in *Personnel Administration*, of The Third Yearbook: "A must for anyone interested in either the use or development of tests in the personnel field . . . a time-saving reference book." "... a veritable gold mine of information for those who use tests," said Earl R. Gabler in *Clearing House*.

Copies of *The Third Mental Measurements Yearbook*, published in 1949, are still available at \$12.50 from the Rutgers University Press, New Brunswick, N. J. The first two yearbooks are out of print.

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Council of Toledo toward the control of unwarranted surgical charges, hospital charges and unjustified sick-leave memorandums; 2) working with City Manager in the screening of applicants for the position as "Director of Personnel" for the City of Toledo; 3) cooperating with the Trade and Industrial Institutions to encourage student interest in metal trades training. The Association also published and distributed a city-wide roster of Industrial Relations and Personnel Managers, revised its constitution and policies, revised a manual on "Modern Personnel Organization and Administration." Company membership totaled ninety-two. Two hundred twenty-six individual members were listed. A constantly increasing number of members have been attending monthly meetings of the group.

INDUSTRIAL RELATIONS ASSOCIATION OF CHICAGO schedules frequent meetings of various interest-groups within its membership. These sectional meetings are arranged by two co-chairmen for each subject. The section on *Timely Special Subjects* heard H. C. Baker, Assistant Manager, Labor Relations, International Harvester Company, talk about "The Story of the Harvester Strike." John K. Hemphill, Personnel Research Board, Ohio State University, spoke to the Selection and Placement group on "Leadership and Its Influence on Group Effectiveness." Those especially interested in training heard James E. Curran, Training Coordinator, Esso Standard Oil Company, talk on "Supervisor Selection and Development." The Idea Exchange sponsored a meeting on industrial planning.

PERSONNEL AND INDUSTRIAL RELATIONS ASSOCIATION OF LOS ANGELES heard Miss Katherine Stoll, of the Lawyers Club of Los Angeles, talk at their February meeting. She spoke about Industrial Welfare Commission regulations in their application to women and minors working in industry.

New officers of the Association are introduced to the membership in a special issue of *Pirascopes*. The President and the retiring President both wrote a few paragraphs for the issue, and pictures of the officers are printed. Bonar Dyer is the new President, Jerry Bradley Vice President, and Jim Ewart the Secretary.

INLAND PERSONNEL ASSOCIATION announces new officers as follows: D. M. Clayton, President; R. N. Ousley, Vice President; Hulda E. Schroeder, Secretary-Treasurer. Alexander McLeish, Director of Guidance, Chaffey Union High School, talked about student guidance in January.

NEW YORK PERSONNEL MANAGEMENT ASSOCIATION had as guest speaker for the February meeting, Dr. Sumner H. Slichter, Lamont University Professor, Harvard University. Dr. Slichter spoke on "Inflation, Its Effects Upon Salary Administration and Relations with Unions."

PERSONNEL MANAGERS CLUB OF THE GREATER BOSTON CHAMBER OF COMMERCE viewed a film before a buffet dinner at their February meeting. "Film Tactics" was the title of the movie. Mr. Edward W. Palmer, Information Assistant for the New England Telephone and Telegraph Company, talked on "Toward More Effective Use of All Types of Visual Aids." After dinner Mr. Kenneth J. Kelley, Secretary-Treasurer and Legislative Agent for the Massachusetts Federation of Labor, spoke on "The Challenge Confronting Labor."

APPLETON PERSONNEL ASSOCIATION continues its policy of combining a plant tour with regular monthly meetings. In February the Association toured the Appleton *Post Crescent*. The tour was scheduled at a time when the presses were in operation. A panel discussion on personnel relations, with full membership participation, made up the programed part of the evening.

## Attending the Conferences

THE MAN AND THE JOB was the general theme of the 1953 conference of the NEWSPAPER PERSONNEL RELATIONS ASSOCIATION. The conference was held in St. Louis, March 12-13. Rowland Allen, Personnel Director, L. S. Ayres Co., Indianapolis, spoke at the opening session on "The Meaning of Personnel Administration, Its Objectives and Value to Management." Robert C. Bassett, Hearst Labor Counsel, addressed the same session on "The Significance of the Washington Picture." At luncheon Arthur Weis, Vice President and Treasurer of the *St. Louis Globe-Democrat* talked about "Newspaper Management Problems and Their Personnel Aspects." At the banquet the speaker was Daniel Rockford, Standard Oil Company of New Jersey, Adviser, Management-Employee Communications.

The second morning was devoted to workshops on "The Problems of Establishing a Personnel Department in a Newspaper Organization," and "The Inter-Relatedness of Labor Relations and Personnel Administration." The luncheon speaker was A. J. DeAndrade, Vice-President, International Printing Pressmen's Union, whose subject was "Labor's Appraisal of Personnel Practices."

IMPROVING THE PERSONNEL COMPETENCE OF MANAGEMENT was the concern of the 3RD ANNUAL PERSONNEL CONFERENCE sponsored by the CONNECTICUT PERSONNEL ASSOCIATION. The Department of Industrial Administration of Yale University co-operated in putting on the conference which was held at Yale March 31. A panel discussion of "Management Development" opened the conference. At the afternoon session Sam Burk talked on "Men in Groups—Layman's Analysis of the Individual." Mr. Burk is Director of Industrial Relations of Pittsburgh Plate Glass. Roy Livingstone, Vice President of Thompson Products Co., Cleveland, discussed "Communications."

A SCHOOL FOUNDED TO ADVANCE THE CAUSE OF INDUSTRIAL PEACE in the San Francisco Bay area held its tenth session this spring. This highly successful Labor-Management School draws students from nearly every union in the area, and management people from a representative cross-section of San Francisco industry. There is no attempt made to separate them into their respective groups, but rather the classes are always composed of a mixture from both labor and management. The interchange of ideas, aspirations and objectives between labor and management has created a tolerance and understanding of the other side of the collective bargaining table that it is hoped will gradually spread to all unions and all companies in the area. The School lays great stress on the rights and responsibilities of labor and management. While the technical aspects of industrial relations receive meticulous attention from the best informed men in this field, much greater value is attributed to an understanding and appreciation of moral principles as a basis for industrial peace. Classes are held every Wednesday evening. Subjects include "Parliamentary Principles and Practice," "Public Speaking," "Unions and the National Economy," "Human Relations in Industry," "Understanding the Labor Movement in the United States," and "Principles of Union and Management Decisions."

THIRTY HOURS OF INSTRUCTION IN TRAINING is offered personnel people in the Los Angeles area at the THIRD TRAINERS' INSTITUTE. The Institute runs from March through May, and is scheduled in three sections, each held at a different time and in a different section of the city, for the convenience of those wishing to attend. Among items covered at the Institute are, "Types of Training Programs—Need and Application," "Training Methods," "Planning Training Programs," "Audio-Visual Training Aids," "Local Sources of Assist-

ance to Trainers," "Qualifications of Good Trainers," "Demonstrations of Training Programs," and "How to Conduct Supervisory Training." The volunteer faculty is drawn from the training staffs of various concerns in Los Angeles and from professional organizations. Time of the participating staff of instructors is donated by their respective organizations in the interest of improved training and employee relations in Los Angeles. Among the sponsors are the Merchants and Manufacturers Association, Personnel and Industrial Relations Association, Society for Advancement of Management, Southern California Industrial Safety Society, and Training Association of Southern California.

SO—WHAT'S NEXT, was the brisk question which opened the 1953 MID-WINTER CONFERENCE OF THE MIDWEST REGION COLLEGE AND UNIVERSITY PERSONNEL ASSOCIATION. Professor Raleigh Stone, University of Chicago School of Business, put the question at the opening session of the conference, which was held in Chicago in February. Dr. Stone undertook to read the crystal ball regarding the effect of the Eisenhower regime on business in general, and on salaries and wages in particular. Other sessions of the conference heard Kathryn Hansen, Executive Secretary of the Statewide University Civil Service System, on "Procedures of Job Analysis and Installation of Work Classification Systems;" Charles Hoff, University of Omaha on "One Kind of Orientation Program in a Small School;" "An Experiment in Helping University Departments with Their On-The-Job Training," by Don Williams, Univer-

sity of Wisconsin; and "The Why, What and How of House Organs," by Robert Mossholder, Director of Publications, University of Indiana. Later Stanley P. Farwell, Managing Director, Business Research Corporation, Chicago, spoke on "Human Relations in Personnel Administration." The conference wound up with a problem-busting clinic.

PRESCRIPTION FOR A PICK-ME-UP FOR THOSE WINTER DOLDRUMS; the 24th NAM INSTITUTE ON INDUSTRIAL RELATIONS, held at Hollywood, Florida in March. The Institute was divided into six problem-solving work clinics. The clinics were on "Wage-Salary Administration and Extra Compensation Plans"; "Development Programs for Supervisory and Executive Management"; "Personnel Organization and Administration for Sound Human Relations"; "Trends in Collective Bargaining"; "Employee Communications for More Effective Teamwork"; "Current Developments in Company Retirement Plans." There were also two elective sessions on "Personnel Problems of Small Companies and Unorganized Companies"; and "What's Happening in Washington?"

TWO WORKSHOPS IN CONFERENCE LEADERSHIP will be held in Reading, Pennsylvania on August 3, and August 24. The workshops will be conducted by Nathaniel Cantor, of the University of Buffalo. Membership in each group is limited to fifteen. For further information write to Human Relations for Industry, 443 Delaware Ave., Buffalo, New York.

### Report on 94 Company Magazines

House Magazine Institute has been "looking over" both internal and external company magazines in the Greater New York area. A questionnaire was sent in 1952 to 225 publications issued by HMI

members in the area. Editors of 94 publications replied. The 17-page survey report says that further information may be secured from David D. Zingg, United Fruit Company, Pier 3, North River, New York

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"Very helpful in the publication of our plant newspaper"—D. F. HEWETT, *Personnel Manager*, Underwood Corp., New Hartford, Conn.

"Fills a sometimes serious void with part-time editors like myself who have umpteen other responsibilities and must spend minimum time on the house publication"—WILLIAM D. FENTRESS, *Personnel Director*, The Formica Co., Cincinnati, Ohio

"Great help to any industrial editor"—MARK FELBER, *Editor*, The Wingfoot Clan, Goodyear Tire & Rubber Co., Akron, Ohio

"We use it regularly"—A. E. DUNCAN, JR., *Director of Personnel and Training*, Fire Association of Philadelphia, Philadelphia, Pa.

"Best \$9 Buy in America"—JOHN K. WILLIAMS, *Editor*, Manpower, Industrial Health Council, Birmingham, Ala.

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6, N. Y. It is possible that copies of the report might be obtained from Mr. Zingg.

Of the 94 publications considered in the report, 64 are "internals", 16 "externals", 13 combination internal-external, and 1 an association publication. Twenty per cent of the publications are read by customers, 13% by outside salesmen, 13% by stockholders, 11% by dealers. Biggest readership percentage (79%) applies to employees; 44 of the publications (47%) go to employees' families. More than half of the publications are monthlies; at least 36% are 8½ x 11 magazines; 77% are produced by letterpress.

### *Employee Magazine Aims*

"Dissemination of Company Information" is one of the objectives of 66% of the publications. Other objectives: promotion of management-employee harmony, 29%; sales promotion, 22%; morale building, 20%; stimulating employees' work interest, 18%; news of employees, 16%; better public relations, 11%.

Other answers of interest to those working in this field have to do with the amount of art work and illustration in publications, use of color, production budgets, average cost per copy, method of arriving at publication budget. A section deals with management relations, shows to whom editors report, who gives final editorial o.k., how the publication is sold to management. Another section shows that only half of the editors are primarily editors, tells how long editors have been in their jobs, what other duties editors have, salary ranges, size of editorial staffs, pay of other staff members, number of reporters and how they're compensated.

Part of House Magazine Institute's purpose in questioning members was to find how programs or operations could be improved to help members more. A number of respondents are quoted on this subject. Several of them raise a question

that has been in the mind of your reviewer, who has attended a few HMI meetings and received HMI mailings for years. The question is suggested by an editor who says, "Agree with speaker at Christmas meeting that internals and externals should have separate meetings, if not separate organizations." Another says, "More of value to external editors and publications needed." Externals and internals are so dissimilar in their editorial requirements—even in their treatment of a subject that might be suitable for both—that it is doubtful that many meetings could be made equally interesting and valuable to editors of both types of publication. True, both types present their production problems. But production is the least of the editor's worries.

### *Magazines Would Be Better If Management Cooperated More*

The question, "Does management take more interest in publication than formerly?" drew forth some interesting answers. Said one editor: "Personnel Department beginning to suggest articles—since we successfully forced them to let us help get new employees through magazine. We did, too—200 of them in six months." Another voiced the age-old plaint of house magazine editors; a "gripe" that we wish could be brought to the attention of the management of every company publishing a house organ. In answer to this question, he said:

"Somewhat, but they could do much more. They will occasionally supply a lead for an article. But often it is only by accident or by grapevine that the editor learns of company plans that should be announced to employees before they are announced to the general public or become the subject of conjecture or rumor. Management likes to read publication, seems to approve of job being done but, for the most part, must think you pull news out of a hat!"

## What's New in Publications

OVER ONE THOUSAND "HOME-GROWN" TRAINING MANUALS, programs, guides, instruction outlines and other training materials are listed in a new *Catalogue of Training Materials*. The publications are available in the American Society of Training Directors Library at Purdue University. The *Catalogue* covers subjects from apprentice training through office and plant job training to supervisory training. Items from the *Catalogue* may be requested from your local library on inter-library loan. Copies of the *Catalogue of Training Materials* are one dollar each from *The Journal of Industrial Training*, 160 East 48th St., New York 17, New York.

HAVE YOU EVER WANTED TO KNOW WHERE TO GET A CERTAIN ITEM or what the market for a certain product might be? Your answer may be in one of the regional industrial directories listed in the most recent issue of *Business Information Sources* entitled, "Industrial Directories." It is a list of the latest directories of manufacturers available for the various states and regions in the United States and will be especially useful in market research and to all who buy or sell manufactured goods. Information contained in the directories themselves varies considerably, from those providing only an alphabetical list of firms with addresses to those which include, in addition, names of officers, products made, numbers of employees, economic data about the state, various arrangements such as commodity and geographical classifications. Copies are available for 10¢ each from Miss Rose L. Vormelker, Head, Business Information Bureau, Cleveland Public Library, 325 Superior Ave., Cleveland 14, Ohio.

IT'S SPRING. LET'S RELAX AND CONSIDER RECREATION. Employee recreation is a vital part of many industrial relations

programs. Now that the season is upon us, what about your softball team?

A handful of stimulating brochures and pamphlets has come to us from the National Industrial Recreation Association, 203 North Wabash Ave., Chicago 1, Ill. Notes from the *Idea Clinic*, ready for filing, tell about fencing, softball, and art exhibits. Another leaflet teaches cane seat weaving. And, in case you're really touched with spring fever, the Association has the *Softball Rules for 1952* for you. *Community Recreation for Defense Workers* is a comprehensive booklet printed in red, white and blue.

The same Association has also published a most complete and unusual manual, *Industrial Bands and Orchestras*. Reading this booklet will set your feet to tapping, and ten to one you'll wind up whistling down the corridor to talk it over with your associates and see if you can't get some music around your plant.

Lack of know-how, it says here, can no longer be an excuse for excluding music from a recreation program. The idea of music *by and for* industrial workers is based on sound sense: "As assembly-line techniques grew, the worker was forced to adapt himself to the rhythm of machines instead of using his own natural work-rhythms. . . . Where once work was regarded as an expression of man's creative instincts, it came instead to be looked on as something necessary to earn a living and nothing more. . . . Obviously something was missing, something that was not economic, but human and personal, that would answer his need for an environment where he could take root, where he could "belong", where he could see what purpose his work had, and where he could feel important in achieving that purpose." Music meets this need in an ideal way. Participation by men and women, young and old, is possible. It has great spectator



and public relations value. It promotes team spirit, and it is always new and satisfying.

Benefits of an industrial music program are felt by employees and management alike. Many companies find a music program effective in the recruitment of desirable employees. The Dow Chemical *Diamond* reported that the music program at the company's Midland (Michigan) plant acts as a kind of magnet to attract skilled musicians and other workers to the city. Music groups (says the manual) even help simplify the job of finding capable employees for advancement. Musical activities mean work without pay. Those who undertake such activity show an

attitude that indicates they are capable of mastering more than their own jobs.

The booklet goes on to spell out the program. It describes ways of interesting employees in musical groups; it gives the qualifications for a director; it tells how to get organized; it explains everything you need to know about rehearsals; it tells how to put on a performance; even reminds you about clearing appearances with the Musicians' Union; describes the various instruments. Nor are costs forgotten. It's all there, the whole story, and temptingly illustrated.

Get hold of this valuable manual and consider whether you want to go after the rewards of a program of industrial music.

**PERSONNEL:** Any phase. 10 years General Personnel Manager with large motor freight company. Can inaugurate from scratch complete personnel system for any number of units in multiple state operations. Considered expert in interpreting wage and hour law, industrial accident coverage, unemployment compensation, etc. Healthy, active, good references. Services available immediately. Salary immaterial. Would like outside U.S. Have been "itemed" several times in this publication. Reply Box 225.

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**INDUSTRIAL RELATIONS:** Experienced in negotiations, NLRA and NLRB procedures, wage administration, etc. Human relations and administrative ability required. College background preferred. Willing to travel extensively. Reply Box 215.

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Large oil company in Venezuela requires training supervisor with advanced academic degree or equivalent industrial background. Age limit 45. Experience in determining training needs, planning, development, coordination of training programs and preparing instructional manuals. Send full details as to educational background and experience. Reply Box 219.

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Large oil company in Venezuela requires safety supervisor. Age limit 45. Experience in developing safety and fire prevention courses, investigations of accidents and their causes. Able to recommend preventive measures. Send full details as to educational background and experience. Reply Box 220.



## SITUATION WANTED

**RECREATION DIRECTOR:** 37 years old, M.S.W. Degree in Group Work and Industrial Recreation three years experience as Director of employee activities programs, nine years experience with international recreation organization, desires to relocate, available July, 1953. Reply Box 207.

**PERSONNEL DIRECTOR:** Seven years of extensive personnel adm. exp. Successful record of achievement as Personnel Mgr. of plant employing 3000. Employed but seeking new challenge. Age 35, married, degree. Sal. req. \$11,000 per year. Midwest loc. preferred but not essential. Resume/interview at your request. Reply Box 207.

**PERSONNEL:** 6 years counseling and selective placement experience with non-profit vocational service agency, seek industrial employer interested in applied human relations; confident can work with people "at work", willing to assume responsibility. Master's degree in Psychology; age 33, married, 2 children. Opportunity primary; will acknowledge all replies. Reply Box 210.

**NATIONAL LABOR RELATIONS BOARD FIELD EXAMINER:** Desires position in industry. Broad experience with Taft-Hartley Act, Wage & Hour Law and Wage Stabilization. Practical understanding of employer problems under these laws and of human relation factors in the employer-union relationship. Reply Box 211.

**PERSONNEL:** 3 years experience developing and formulating conservative employee relations including supervision of foremen training program, safety committee, personnel records, company newspaper, testing recruiting and placement of technical personnel. Presently employed seeking position in South or Southwest. College graduate. Personnel Admin. major. Age 27, Veteran, married, 2 children. Reply Box 213.

**PERSONNEL:** M.A. Applied Psychology. Married and 31 years of age. Immediately in any locale. Resume upon request. Reply Box 218.

**PERSONNEL ASSISTANT:** B.B.A. Industrial Relations. University of Minnesota. 2½ years general experience as staff member in charge of all phases of personnel function for a precision metal manufacturer having 450 employees. Desire to specialize in wage and salary administration in larger company. Age 27, excellent health. Resume upon request. Reply Box 221.

**PERSONNEL PSYCHOLOGIST:** Yale engineering degree and 3 years related experience. Columbia M.A. in vocational guidance (courses in psychology, testing, counseling, personnel administration, statistics, etc.) 2 years experience as job analyst. Seeking position in testing, counseling and related work, including research in industrial psychology. Age 29. Married. Prefer northeast. Reply Box 222.

**PERSONNEL ASSISTANT:** 2½ years experience in recruitment, selection, training, records management, research and statistics, wage administration, procedure writing, work measurement, and advising line officials on personnel policies and procedures. Plus 2½ years personnel experience as Naval officer. Presently employed as Assistant to Personnel Director of national organization with 700 employees. M.A. in Personnel Administration. Age 28. Married. Prefer New York-New England area or overseas. Available July. Resume on request. Reply Box 223.

**INDUSTRIAL RELATIONS—PERSONNEL:** 7 years experience in all phases of industrial relations and personnel management and administration including labor relations (union contract negotiations and grievances), employee services, personnel records, wage and salary administration, and employment. M.A. degree. Age 30. Single. Present salary \$7200. Los Angeles area. Reply Box 224.

**PERSONNEL ADMINISTRATION:** 3 yrs. experience employment and safety supervision. Employee training programs and industrial relations plans. Age 25. Married. 2 children. College graduate. Will relocate. Reply Box 217.

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# PERSONNEL JOURNAL

*The Magazine of*

LABOR RELATIONS AND PERSONNEL PRACTICES

*Published by THE PERSONNEL JOURNAL, INC., Swarthmore, Pa.*

EDWARD N. HAY, Editor

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